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ABSTRACT

In 1988, the State Agency Libraries of Texas (SALT) surveyed state agency librarians to review the classification of librarians within the state classification plan and to compare librarians with similar professionals in state government. Findings indicate that, while the most frequently occurring salary group for other professional titles with tasks comparable to those of librarians is salary group 17, the most frequently occurring salary level for librarians is salary group 13. A comparison of library tasks performed by other professionals shows that a majority of those similar tasks are in job descriptions from salary groups 17 and 18. Furthermore, entry level for other professional positions or those that require a graduate degree is salary group 17. It is concluded that librarians are underclassified in comparison with similar positions in state government when tasks are analyzed. It is recommended that job descriptions be established at higher salary group levels and that library classifications be reallocated to compare equitably with similar professional positions. The first volume of the report features 11 tables, describes the survey methodology and results, compares job tasks, and presents conclusions and recommendations. The second volume contains six appendices: (1) job descriptions used for comparisons; (2) job descriptions used for librarians; (3) proposed new job descriptions; (4) the survey instrument; (5) ranking tables for job duties as well as the knowledge and skills of librarians in state government; and (6) comparison tables for job tasks. (Author/SD)

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STATE AGENCY LIBRARIES OF TEXAS

1988 SALARY SURVEY AND LIBRARIAN CLASSIFICATION STUDY

In Two Volumes

VOLUME I : REPORT

Prepared by

SALT Task Force on Classification

December 1989

Austin, Texas

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SALT TASK FORCE ON CLASSIFICATION

1987 - 1989

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The Librarian Classifications used in this study were those in effect prior to the 1989 Legislative Session and do not reflect the change in Law Librarian approved during the 1989 Session.

ABSTRACT

In 1988, the organization State Agency Libraries of Texas (SALT) surveyed state agency librarians to review the classification of librarians within the state Classification Plan and to compare librarians with similar professionals within state government.

Findings indicate that:

* while the most frequently occurring salary group for other professional titles with tasks comparable to those of librarians is salary group 17, the most frequently occurring salary group for librarians is salary group 13;

* a comparison of library job tasks with similar tasks performed by other professionals shows that a majority of those similar tasks are in job descriptions from salary groups 17 and 18;

* except for Archivist I and Librarian I, in the Education and Library Group, the entry level for other professional positions, or those that prefer a graduate degree, is salary group 17.

Conclusions:

* librarians are underclassified in comparison with similar positions in state government when tasks are analyzed

* Librarian I, II, III, Law Librarian, and Library Consultant/Administrator are underclassified in comparison with other professional titles with similar job tasks

* the entry position for librarians, Librarian I, is underclassified in comparison to other entry positions that prefer a professional or graduate degree in the Education and Library Group

Recommendations are:

* job descriptions be established at salary group 17 and 18 for the titles, Special Librarian I and II, respectively, for librarians not in library agencies

* within the Education and Library Group, the librarian series be reallocated to compare equitably with similar professional positions

TABLE OF CONTENTS

Volume I

- I. Introduction
- II. Methodology
- III. Survey Results
  - A. Location, Size, and Type of Library
  - B. Job Classification
  - C. Education and Experience
  - D. Supervision
- IV. Comparisons
  - A. Educational Requirements
  - B. Tasks and Abilities
- V. Findings and Conclusions
- VI. Recommendations

Volume II

- VII. Appendices
  - I. Classification System Job Descriptions used for Comparisons (Coded to Comparison Tables)
  - II. Classification System Job Descriptions used for Librarians
  - III. Proposed New Job Descriptions
  - IV. Copy of Survey
  - V. Ranking Tables for Job Duties
  - VI. Ranking Tables for Knowledge, Skills, and Abilities
  - VII. Comparison Tables for Job Tasks
  - VIII. Comparison Tables for Knowledge, Skills, and Abilities

LIST OF TABLES

Table no.	Title
1.	Tasks and Abilities by Group
2.	Tasks and Abilities used in Comparison
3.	Functional Categories for Tasks and Abilities
4.	Size of Library and Job Classification Review
5.	Respondents by Salary Group
6.	Respondents by Level and Position Title
7.	Experience of Respondents
8.	Supervisory Duties Performed
9.	Comparison Job Descriptions
10.	Degrees Preferred in Comparison Job Descriptions
11.	Comparison of Duties of Librarians not in Library Agencies with Salary Group 17 Job Descriptions

INTRODUCTION

The State Agency Libraries of Texas (SALT) has researched and compiled this report as part of its on-going study to review the status of librarians in state government. In May, 1987, following a SALT program on the status of librarians in state government, the SALT Executive Board established a Librarian Classification Task Force to further review the classification of librarians within the state Classification Plan and to compare librarians with similar professionals within state government.

Since SALT was organized in 1975, there have been three previous studies concerning the status of librarians in state government. In 1976, John J. Miniter, then Assistant Professor of Library Science at Texas Woman's University, Denton, conducted a survey of SALT members and concluded that Texas state agency librarians did not experience as much job satisfaction as did many other librarians. While the Miniter study did not produce definitive reasons for job dissatisfaction, those suggested included lack of opportunity for promotion and lack of understanding by non-librarian administrators.

In 1978, SALT investigated the salaries of librarians with a Master of Library Science degree (MLS) to compare the salary of those with the degree with salaries of other occupations having similar advanced degrees. SALT concluded that, while, at that time, the "salaries of Austin librarians did not compare unfavorably with those of librarians in the U.S., Texas, or Austin", the salaries of librarians "did not compare favorably with those of other occupations requiring a master's degree." ("Report of the Task Force on Reclassification," SALT Newsletter, May 1978).

In 1986 SALT again surveyed its members and the results of that research were reported in Report of the Status of Librarians in Texas State Government and First Biennial SALT Salary Survey 1986. SALT recommended that librarians in Texas state government be compared with other professional positions preferring graduate education rather than technical jobs, and that the entry position for librarians be assigned to a salary group comparable to other entry positions that prefer graduate education.

SALT limited the 1986 report to those librarians in state government who were classified in the state Classification Plan. This 1989 emphasizes classified positions but also contains information on four exempt positions. The Classification Plan, which is administered by the Classification Office of the Office of the State Auditor, was established in 1961. All classes within the plan are ranked into pay groups based upon internal relationships and outside market data. The Office takes a "whole job" approach when recommending salary group changes, basing its determination of proper classification primarily on the comparison of the duties and responsibilities being performed with the official job description for the classification assigned to the position. Other elements of consideration are outlined in an audit guideline used by Classification Analysts in the Office. In addition to allocating job descriptions to pay groups, the Office is mandated to make periodic studies of salary rates paid in both industry and other government units (V.A.C.S. Art. 6252-11, sec. 6). The results of these surveys, the Metropolitan Area surveys and the Professional, Administrative, Technical, and Clerical Surveys of the U.S. Bureau of Labor Statistics are used to compare state salary rates by matching appropriate state classifications with those reported in the surveys. Since the Classification Plan came into existence with the Position Classification Act of 1961, no complete examination of this system has been undertaken, although legislation has been introduced in the last three legislatures to examine and evaluate the current system of classification and compensation.

METHODOLOGY

The Librarian Classification Task Force distributed the second biennial salary survey to SALT members in January, 1988 (see Appendix IV). The survey was used to compare librarians with similar professions. Similar professions were identified as those comparable in duties and educational requirements, but not necessarily comparable in salary group with librarians. Surveys were sent to 98 state government librarians in 34 state agencies, including the three library agencies in state government: Texas State Library, Legislative Reference Library, and the State Law Library. Employees of institutions of higher education were excluded from the survey since they are not classified under the state Classification Plan. Response to the survey was excellent, with 49 librarians representing 17 different agencies responding for a return rate of 50%.

The survey instrument consisted of four parts. Part One included eighteen general information questions. Librarians were asked about their job classification, about their educational and work background, and about their work situation. Part Two listed 105 job tasks. The respondents were asked to indicate the frequency of performance of these tasks, with choices being Always, Often, Sometimes, and Never. Part Three consisted of 39 knowledge, skills, and abilities attributes and asked that respondents check those items necessary to the successful performance of their job. Part Four asked that an in-house job description be attached if it accurately described the respondent's job.

To reduce the survey's 105 job tasks and 39 abilities to those most representative of the respondents, Parts One, Two, and Three of the survey were coded and analyzed using the Statistical Package for the Social Sciences (SPSS). Frequency was determined for each task and ability and a mean was computed for each. Ranking the tasks and abilities by this mean arranged them from most frequently performed to least performed.

The Task Force then arranged the respondents into eight groups by salary position, education, and employment (see Table 1). Using the mean for the tasks and abilities, lists were compiled for each group arranged from most frequently performed to least frequently performed (See Appendices V and VI). Once the tasks and abilities had been arranged by most frequently performed, the Task Force reduced the tasks and abilities further by selecting from each group those tasks with a mean up to and including 2.0 and those abilities with a mean up to and including 1.5. This created a list, once duplicate items were eliminated, of 39 tasks and 36 abilities (see Table 2). These tasks were those performed by a majority of respondents either "Always" or "Often", and the abilities were those identified by the respondents as necessary to their jobs.

Table 1

Tasks and Abilities by Group

Group	No. of Respondents	No. of Tasks	No. of Abilities
All Respondents	49	9	31
MLS Respondents	40	12	29
Classified, MLS Respondents	36	13	28
Respondents not in Library Agencies	20	32	31
Respondents, Salary Group 11	7	4	18
Respondents, Salary Group 13-14	14	15	31
Respondents, Salary Group 15-16	11	21	27
Respondents, Salary Group 17 and above (including exempt)	14	20	31

Table 2

Tasks and Abilities Used in Comparisons

Tasks

1. Provides information and materials in response to request
2. Provides reference services - finds answers/locates resources
3. Assists users in locating materials
4. Researches reference questions for professional staff of agency
5. Assists with bibliographic instruction for users
6. Conducts data gathering (reference) interviews
7. Administers selected dissemination of information services
8. Acts as subject specialist in materials selection/research
9. Develops library tools, aids: research guides, bibliographies, finding tools
10. Prepares bibliographies of library resources
11. Cooperates with other state agencies in question referral
12. Administers public services
13. Administers technical services
14. Selects or assists in selecting new acquisitions
15. Reviews current booklists/maintains lists of new books
16. Coordinates acquisitions of new library materials
17. Performs technical and professional work in selecting, accessioning
18. Selects or assists in selecting new acquisitions
19. Circulates materials to library users
20. Coordinates maintenance of library materials - shelving, updating
21. Assists with maintenance of library materials - shelving, updating
22. Supervises cataloging of materials
23. Performs subject and descriptive cataloging and classification using international standards
24. Maintains authority control for cataloged materials
25. Reviews literature, attends professional meetings, conferences, institutes
26. Coordinates, approves continuing education/professional development for subordinates
27. Evaluates library program activities
28. Interprets rules/policies for subordinates/public
29. Develops work standards, procedures
30. Determines with management, goals, objectives, procedures
31. Coordinates circulation policies and procedures for library
32. Assists with development of policies/procedures

Table 2 (Continued)

Tasks (Continued)

33. Initiates and is responsible for development of policies/procedures
34. Plans/coordinates automated library systems
35. Supervises records - personnel, budget, or library
36. Coordinates purchases of equipment used in library, including computers
37. Monitors current expenditures
38. Gathers library statistics and prepares statistical reports
39. Assists in gathering library statistics and preparing statistical reports

Abilities

1. Ability to speak before groups, including leading conferences and workshops
2. Ability to represent agency or division in appropriate forums
3. Ability to provide information to various groups to stimulate interest
4. Ability to plan and direct the collection and preparation of information
5. Ability to compile correspondence and reports
6. Ability to prepare and present comprehensive statistical and narrative reports
7. Ability to write and edit publications
8. Ability to establish effective working relationships and communication
9. Ability to communicate effectively
10. Ability to develop long-range plans for highly technical programs
11. Ability to plan and direct work of library or agency/division
12. Ability to coordinate library/division objectives with those of other divisions
13. Skill in analyzing performance reports and devising new methods of research
14. Ability to establish priorities and organize effectively
15. Ability to plan, implement, and evaluate new procedures and programs
16. Sound judgment in acquiring and managing library resources
17. Ability to train, supervise, and motivate clerical employees
18. Ability to train, supervise, and motivate professional employees
19. Familiarity with the resources of other state agency and local libraries

Table 2 (Continued)

Abilities (Continued)

20. Knowledge of standard and appropriate research sources and ability to conduct thorough and exhaustive searches and evaluations of large amounts of material
21. Thorough knowledge of library and reference tools, techniques, and services
22. Thorough knowledge of primary and secondary sources in a specialized subject
23. Considerable knowledge of professional library techniques, practices
24. Considerable knowledge of public, academic, or special libraries
25. Basic knowledge of specialized area of book publishing industry
26. Ability to effectively search on-line databases
27. Thorough knowledge of the use and application of modern office equipment
28. Ability to identify library problems, to offer creative solutions
29. Ability to make independent judgments
30. Evidence of personal initiative in identifying research needs
31. Flexibility in problem solving and in coping with stress
32. Extensive knowledge of agency programs, functions, principles, procedures
33. Knowledge of federal and state laws affecting programs of the agency
34. Ability to interpret complex statistical data, charts, and tables
35. Knowledge of statistical concepts, methods, and their application to research
36. Knowledge of measurement, testing, and evaluation

These 39 tasks and 36 abilities were then compared to tasks and abilities required for similar jobs in state government. The Classification Plan includes five librarian titles; Librarian I, Librarian II, Librarian III, Law Librarian, and Library Consultant/Administrator. Since the librarian titles are found in the class series Education and Library, 7000-7499, the Task Force selected 31 other titles from the Education and Library series, plus 16 titles from other series as similar jobs (see Appendix I). All job titles selected for comparison were an information oriented or administrative position similar to librarian.

For purposes of comparison, the job tasks were arranged into eight functional categories (see Table 3 and Appendix VII). Job tasks were ranked for the eight groups of respondents listed in Table 1. In Appendix VII, the number to the left of the group name is the rank of that particular task to the total number of tasks frequently performed by the respondents in that group. For example, in functional Category 1, Task no. 1 is ranked first among the nine tasks performed frequently by "all respondents". Following the rank of tasks by group is a numerical summary of the duties by salary group. These duties, performed by other professionals in state government, are comparable tasks to those performed by librarians who responded to the survey. Specific duties from the job descriptions are identified following the numerical summary.

The 36 abilities selected for comparison and the results of the comparison with the 47 job descriptions were grouped into six functional categories (see Table 3 and Appendix VIII). The abilities were compared and the results compiled in the same way as the job tasks.

Table 3

Functional Categories for Tasks and Abilities

Category	No. of Tasks in Category	No. of Abilities in Category
Reference-Research - provides information, gathers data, researches questions, prepares publications and reports	10	
Cooperation with other groups	1	
Administration	2	
Technical Services	11	
Professional meetings and activities	1	
Professional development of subordinates	1	
Evaluation of activities, development of procedures	8	
Recordkeeping, budget expenditures	5	
Communication ability - written and oral		9
Management skills - planning, evaluating, supervising, establishing objectives		9
Knowledge of profession, resources		9
Judgment, initiative, problem-solving skills		4
Knowledge of agency		2
Knowledge of statistical and measurement techniques		3

SURVEY RESULTS

Location, Size, and Type of Library

The 49 respondents were employed by 17 state agencies, with 95.9% of them working in Austin, Texas. Twenty-two respondents (51.2%) worked in libraries employing seven or fewer people, with 10 respondents (23.3%) working on one-person libraries. Twenty-nine respondents (59.2%) worked for one of the library agencies: Texas State Library, Legislative Reference Library, or State Law Library. Of the respondents not working in one of the library agencies, 70% worked in one or two person libraries. Twenty-five respondents (56.8%) worked in agencies employing 200 or less employees. Two respondents (4.1%) worked in a library that was a separate division of their agency, and 18 respondents (36.7%) worked in a library that was part of one division of the their agency (see Table 4).

Job Classification

Forty-six respondents (87.8%) were full time employees with 30 (61.2%) in positions classified as exempt by the Fair Labor Standards Act. Forty-four respondents fell into 16 different job classifications from the state Classification Plan, ranging from salary group 6 to salary group 21 (see Appendix II). Four respondents were in exempt positions, and one respondent was hired on a contracted service basis. Salary group 13 was the most frequently occurring classification level with 12 respondents (24.5%) (See Table 5).

Librarians in state agencies other than library agencies totaled 20 (40.8%) and represented 14 different agencies. Eleven of these respondents (55%) were classed in one of the five librarian titles, with only three of these titles represented: Librarian I, Librarian II, Librarian III. Librarians in library agencies totaled 29. Sixteen (55%) were classed in one the five librarian titles (see Table 6).

Twenty respondents (40.8%) indicated that their jobs had been reviewed for proper classification within the last three years, with 11 respondents reporting the review was done in-house. The result of this review was an upgrade in classification for 13 respondents, with no change for 5 respondents. Thirty-one respondents indicated their agency had limited access to all job titles.

Table 4

Size of Library and Job Classification Review

Category	No. of Respondents	Percent of Respondents
Size of library		
7 or fewer people	22	51.2
1 person	10	23.3
Job Classification		
Reviewed within 3 years		
yes	20	45.0
no	24	55.0
If reviewed, how review handled		
in house	11	58.0
auditor	1	5.0
both in-house and auditor	5	26.0
other	2	11.0
Result of review		
not change	5	25.0
upgrade	13	65.0
downgrade	1	5.0
other	1	5.0
Access to all 1,288 job classifications		
limited access	31	74.0
unlimited access	11	26.0

Table 5

Respondents by Salary Group

Salary Group	No. of Respondents	Percentage of Respondents
6	1	2.0
9	1	2.0
11	7	14.3
13	12	24.5
14	2	4.1
15	9	18.4
16	2	4.1
17	2	4.1
18	3	6.1
19	3	6.1
21	2	4.1
Exempt	4	8.2
Contract	1	2.0

Table 6

Respondents by Level and Position Title

Salary Group	Position Title	Number of Respondents Library Agency	Number of Respondents Non-Library Agency
6	Clerk III		1
9	Library Assistant III	1	
11	Administrative Technician II		1
11	Archivist I	2	
11	Librarian I	2	2
13	Administrative Technician III		1
13	Librarian II	6	5
14	Law Librarian	2	
15	Archivist III	1	
15	Librarian III	4	4
16	Library Consultant/Administrator	2	
17	Administrator of Technical Programs I	1	1
18	Education Research Specialist II		2
18	Systems Analyst II	1	
19	Administrator of Technical Programs II	2	1
21	Division Director	2	
Exempt		3	1
Contract			1

Education and Experience

Forty of the 49 respondents (81.6%) held a Master of Library Science (MLS) degree. Bachelor degrees were held by 47 respondents. Master degrees were held by 42 respondents, with eight respondents (16.3%) holding a second master degree. One respondent held a doctorate.

Of the 49 respondents, 35 held jobs that required an advanced degree. Twenty-seven jobs required the MLS; five required a master degree other than an MLS. Two required the MLS and JD combination, and one required a master degree with a teaching certificate. Four jobs required a bachelor degree. One job required teaching and learning resources certificates. Only four jobs had no educational requirements, three respondents did not know the requirements for the job they held, and two people did not answer the question.

Eight respondents (16.3%) held jobs requiring no previous library experience. Eight respondents (16.3%) held jobs that required one year experience. Ten respondents (20.4%) held jobs that required two years of previous library experience. Seven respondents (14.3%) held jobs that required five years of previous library experience. Twenty-two respondents (44.9%) worked for agencies that did not allow the substitution of experience for education. Fifteen respondents (30.6%) worked for agencies that allow this substitution. Twelve respondents (24.5%) did not know their agency's policy.

Some respondents held jobs that required experience other than library experience. Three respondents held jobs that required five years of other job experience. Two respondents held jobs that required four years of other job experience, and three respondents held jobs requiring two years of other job experience. The types of other job experience required were management or supervisory experience, writing or editing, work in a specific subject area, experience in an automated environment, including online searching and systems analysis, consulting, teaching, or research. Table seven cites the amount of experience of the survey respondents.

Table 7

Experience of Respondents

Experience	No. of Respondents	Percent of Respondents
Months in current position		
120 months (10 years) and over	1	2
60 months up to 120 months (5-10 years)	10	22
24 months up to 60 months (2-5 years)	11	24
12 months up to 24 months (1-2 years)	7	16
Under 12 months	16	36
Months employed at agency		
120 months (10 years) and over	13	28
60 months up to 120 months (5-10 years)	13	28
24 months up to 60 months (2-5 years)	11	23
12 months up to 24 months (1-2 years)	6	13
Under 12 months	4	9
Months of Library Experience		
120 months (10 years) and over	27	60
60 months up to 120 months (5-10 years)	14	31
24 months up to 60 months (2-5 years)	1	2
12 months up to 24 months (1-2 years)	1	2
Under 12 months	2	4
Months of Professional Library Experience		
120 months (10 years) and over	17	36
60 months up to 120 months (5-10 years)	18	38
24 months up to 60 months (2-5 years)	4	9
12 months up to 24 months (1-2 years)	1	2
Under 12 months	7	15

Supervision

The section on the supervision of employees was answered by 28 of the 49 respondents. The assumption made by the Task Force was that only the 28 respondents answering this section supervise and that the remaining respondents did not supervise. If this assumption was valid, then 57% of the respondents did supervise either clerical or another professional worker. Since 23.3% of the respondents worked in one-person libraries, and 70% of the respondents not in library agencies worked in one or two person libraries, the importance of this job task was lessened. Of those responding to this section, 55.1% supervised clerical or paraprofessional employees, and 32.7% supervised other professionals.

The duties performed by the percentage of supervising librarians were:

100%	approve work of others interview prospective employees
96.4%	train employees assign work to others
92.9%	check work of others evaluate performance
89.3%	plan and schedule work of others counsel employees develop unit policy/procedure

In addition to the general supervisory assignments reported above, the survey asked for more detailed responses in the area of responsibility for the hiring and promotion of supervised employees (see Table 8). Except for the ability to approve leave requests, in all other areas of responsibility for supervising employees outlined in Table 8, the largest percentage of respondents were allowed to recommend action but did not have final authority. Since only two respondents worked in a library that was a separate division of their agency, this survey result seemed to bear out the indication that librarians, while supervising employees, also worked within an organizational structure that required multiple supervisory levels to approve action in this area of employee relations.

Table 8

Supervisory Duties Performed

Duties	No. of Respondents	Percent of Respondents
Hire new employees		
Recommend	18	64.3
Approve	7	25.0
Do both	3	10.7
Termination of employees		
Recommend	23	82.1
Approve	5	17.9
Promotion of employees		
Recommend	23	82.1
Approve	4	14.3
Did not answer	1	3.6
Demotion of employees		
Recommend	24	85.7
Approve	3	10.7
Did not answer	1	3.6
Discipline employees		
Recommend	17	60.7
Approve	7	25.0
Do both	4	14.3
Leave requests		
Recommend	5	17.9
Approve	20	71.4
Do both	3	10.7
Merit salary increases		
Recommend	22	78.5
Approve	5	17.9
Did not answer	1	3.6

COMPARISONS

Librarians were compared to similar jobs in the areas of job tasks, abilities necessary to the successful performance of their job, and educational requirements. The results of the task comparisons are found in Appendix VII, and the abilities comparison results are found in Appendix VIII. The salary groups of the similar jobs ranged from group 11 to group 21 and are outlined in Table 9.

Table 9

Comparison Job Descriptions

Salary Group	No. of Descriptions	Percentage
11	1	2
13	2	4
14	3	6
15	4	9
16	2	4
17	14	30
18	11	23
19	4	9
20	1	2
21	5	11

Educational Requirements

Of 49 respondents, 35 jobs (71%) required an advanced degree above a bachelor degree. A Master of Library Science was required for 27 jobs (55%). Four jobs preferred only a bachelor degree. Of the 47 job descriptions used in comparison, 26 (55%) preferred an advanced degree. Nineteen job descriptions (40%) preferred only a bachelor degree. Two job descriptions, or 4%, did not prefer a college degree as a prerequisite for employment (see Table 10).

Table 10

Degrees Preferred in Comparison Job Descriptions

Job Description	Substitution Allowed
ADVANCED DEGREE REQUIRED	
Group 21	
Director, Administrative Services	
Program Officer III	Experience as Program Officer I and II
State Archaeologist	
Group 20	
Director, Instructional Media Division	Degree and special preparation in field
Group 19	
Educational Program Director	Bachelor degree and two years administrative experience
Research Associate	
Group 18	
Education Guidance Specialist II	
Education Research Specialist II	
Education Specialist II	Bachelor degree and two years appropriate experience
Fiscal Program Specialist II	Bachelor degree and two years appropriate experience
Occupational Education Specialist II	Bachelor degree and two years appropriate experience
Program Officer II	Bachelor degree and Program Officer I experience
Research Specialist III	Doctoral degree and one year experience; or Masters degree and three years experience; or Bachelor degree and two years experience
Special Education Specialist II	

Table 10 (Continued)

Degrees Preferred in Comparison Job Descriptions

Job Description	Substitution Allowed
ADVANCED DEGREE REQUIRED (Continued)	
Group 17	
Archaeologist III	
Consultant Instructional Services	
Education Guidance Specialist I	
Education Research Specialist I	
Education Specialist I	Bachelor degree and two years appropriate experience
Fiscal Program Specialist I	Bachelor degree and two years appropriate experience
Occupational Education Specialist I	Bachelor degree and two years appropriate experience
Research Specialist II	Experience
Special Education Specialist I	
Group 15	
Archivist III	
Group 13	
Archivist II	
Group 11	
Archivist I	
BACHELOR DEGREE REQUIRED	
Group 21	
Division Director	Graduate degree may be required
Research and Information Specialist	
Group 19	
Administrator of Technical Programs II	
Group 18	
Administrative Program Specialist II	Graduate degree may be required
Director of Records Service	
Information Specialist III	

Table 10 (Continued)

Degrees Preferred in Comparison Job Descriptions

Job Description	Substitution Allowed
BACHELOR DEGREE REQUIRED (Continued)	
Group 17	
Administrative Assistant	
Administrative Program Specialist I	Graduate degree may be required
Administrator of Technical Programs I	
Program Officer I	
Senior Registered Records Administrator	
Group 16	
Information Specialist II	
Staff Services Assistant	
Group 15	
Administrative Technician IV	Experience
Archaeologist II	Professional experience and training
Research Specialist I	
Group 14	
Information Specialist I	
Registered Records Administrator	College coursework and registration
Group 13	
Archaeologist I	Professional experience and training
LESS EDUCATION THAN BACHELOR DEGREE	
Group 18	
Specifications Chief	
Group 14	
Instructional Media Technician	

Tasks and Abilities

The majority of the tasks and abilities found in the 47 job descriptions used in comparison can be correlated to the tasks and skills performed by librarians in state government. The bulk of these responsibilities were the same type of responsibilities inherent in the position of librarian (see Appendix I). Some examples of the type of similarity in task or skill level are discussed below.

The survey revealed three tasks that were performed by all eight groups of respondents. These tasks were: provides information and materials in response to request, provides reference services, and assists users in locating materials. These tasks compared favorably with the following tasks of other state employees:

> Conducts interviews and researches various sources to obtain information ... (Research and Information Specialist, salary group 21)

> Conducts comprehensive library research using professional journals, dissertations, abstracts, and other literature (Research Specialist II, salary group 17)

> Provides technical assistance in broad or specialty areas of education (Special Education Specialist I, salary group 17)

These are just samplings of the similarity of job tasks found in the comparison of the tasks performed by librarians with the tasks listed in the job descriptions issued by the Classification Office.

In Category One of the knowledge, skills, and abilities comparisons, the first two abilities were performed by all eight groups of respondents. These tasks were: ability to speak before groups, including leading conferences and workshops; and ability to represent agency or division in appropriate forums. These tasks compared with:

> Ability to communicate through written and spoken media (Program Officer III, salary group 21; Program Officer II, salary group 19)

> Ability to make effective oral presentations to management-level groups in the department and other agencies (Research Specialist III, salary group 18)

> Ability to ... deal effectively with the public and private groups and organizations (Administrative Assistant, salary group 17)

Again, these are just examples of the similarity in knowledge, skills, and abilities required for librarians and those required for other professionals.

In Category Seven of the job tasks, task number seven is: initiates and is responsible for development of policies/procedures. This task, which ranks sixth of the nine tasks performed by all respondents, compared favorable with:

Prepares regulations and procedures for divisional function (Division Director, salary group 21)

Formulates and administers the research department goals, budget and operations (Research Associate, salary group 19)

Assists in developing plans, policies, and procedures governing conduct and administration of research, demonstration, and evaluation activities (Research Specialist III, salary group 18)

The above examples comparing job descriptions of other professionals with the job tasks of librarians reveal that librarians are underclassified. Tasks similar to those performed by librarians in state government were being performed by individuals in salary groups higher than are currently available to individuals classified in the series of job titles designed for librarians.

Of the eight groups of respondents, the group "respondents not in a library agency" performed the largest number of tasks and were required to have the greatest number of abilities. This group performed 32 of the 39 tasks measured by the survey. Of the 36 abilities identified by survey respondents, this group was expected to have 31. This large number of most frequently performed tasks indicated these respondents had a wide range of responsibilities not fully represented by any existing Librarian job description. This variety of complex tasks is visually represented in Table 11, which shows a comparison of the duties of librarians not in library agencies with individuals in salary group 17. Salary group 17 was the most frequently occurring salary group in the comparison of job descriptions. This comparison does not list all similar duties, but is an excellent example of the duties of these librarians.

Table 11

Comparison of Duties of Librarians not in Library Agencies with Salary Group 17 Job Duties

INFORMATION GATHERING, REFERRAL, REFERENCE

Librarians not in a library agency
- Provides information and materials upon request
- Researches reference questions for staff of agency
- Provides reference services
- Assists with bibliographic instruction for users
- Assists users in locating materials
- Conducts data gathering interviews
- Administers selective dissemination of information
- Develops library tools, aids
- Prepares bibliographies of library resources

Composite duties of individuals in salary group 17
- Conducts comprehensive library research, prepares abstracts of materials
- Assists in the preparation of training and operational manuals, educational materials and information programs
- Provides technical assistance in broad or specialty areas of education
- Selects and gathers data, information and materials for agency use
- Supervises and instructs personnel in proper procedures for micro-filming records, revising critical forms and reporting systems and filing medical records

COOPERATION AND QUESTION REFERRAL WITH OTHER GROUPS

Librarians not in a library agency
- Cooperates with other state agencies on question referral

Composite duties of individuals in salary group 17
- Cooperates and participates in the reporting programs of the National Institute of Mental Health, the Southern Region of Mental Health Statisticians, and other federal, state, and local organizations requesting data
- Cooperates with each division and works closely with institutes on research projects requiring medical records data
- Work with other state agencies in securing data, information, and materials

ADMINISTRATION

Librarians not in a library agency

- Administers public services
- Administers technical services

Composite duties of individuals in salary group 17

- Plans, assigns, and reviews work of technical and clerical workers
- Plans, prepares, or supervises the preparation of periodical and special reports
- Supervises professional, technical and clerical personnel

SELECTION, ORGANIZATION AND MAINTENANCE OF DATA, MATERIALS, AND RECORDS

Librarians not in a library agency

Selects or assists in selecting new acquisitions
Reviews current booklists/maintains lists of new books
Coordinates acquisitions of new library materials
Performs technical and professional work in selecting, accessioning
Circulates materials to library users
Coordinates maintenance of library materials
Assists with maintenance of library materials
Supervises cataloging of materials
Performs subject and descriptive cataloging and classification using international standards
Maintains authority control for cataloged materials

Composite duties of individuals in salary group 17

Assists in developing and establishing systems of classification of clients/patients and coding of all operative procedures performed in mental hospitals by standard nomenclature of diseases and operations
Assists in establishing a system of central, uniform reporting of biometric data for each division
Coordinates the handling, reduction, and analysis of field and historical data and reviews data to maintain a necessary high quality and quantity of data and program output
Establishes and updates procedures for data reduction, analysis, quality control of field data, and programming efficiency
Oversees the maintenance of division filing system

DEVELOPMENT AND EVALUATION OF PROCEDURES AND GOALS

Librarians not in a library agency

Evaluates library program activities
Coordinates circulation policies and procedures
Develops work standards, procedures
Determines with management, goals, objectives, procedures
Assists with development of policies/procedures
Initiates and is responsible for development of policies/procedures

Composite duties of individuals in salary group 17

Assists in coordinating medical records services with other services of the institution and makes appropriate suggestions and recommendations
Assists in implementing solutions approved by higher level personnel
Assists medical records services in the institutions to simplify and improve procedures
Develops administrative procedures, standards, and methods
Interprets policies, regulations, and procedures, and recent developments in medical records administration
Identifies and evaluates issues for necessary professional staff action
May interpret agency policies and programs relating to areas of specialization
Participates in designing application/contracts, divisional procedures, and staff development
Participates in routine staff functions related to departmental policy, procedures, administration, and program development

STATISTICS AND BUDGET

Librarians not in a library agency

Supervises records - personnel, budget, or library
Gathers library statistics and prepares statistical reports
Assists in gathering library statistics and preparing statistical reports

Composite duties of individuals in salary group 17

Assists in preparation of budget request for program
Assists principal investigator in organizing, summarizing, and tabulating data including statistical analysis, tables, and graphs
Compiles statistical data and publishes reports on patient population, diagnostic classification, age grouping, etc.
May assist in preparing budget for program or project
Oversees the maintenance of division filing system

FINDINGS AND CONCLUSIONS

The primary objective of the survey was to gather and assemble information on the classification of librarians within the state classification system. By comparing job tasks and abilities of librarians with other job descriptions for titles within the state Classification Plan, the following findings and conclusions have been reached by the Task Force:

1. Finding: The most frequently occurring salary group for respondents holding jobs is salary group 13.

2. Finding: The most frequently occurring salary group for other professional titles with tasks comparable to those of librarians is salary group 17.

Conclusion: Librarians are underclassified in comparison with similar positions in state government when tasks are analyzed.

3. Finding: A comparison of library job tasks with similar tasks performed by other professionals shows that a majority of those similar tasks are in job descriptions from salary groups 17 and 18.

Conclusion: Librarian I, II, III, Law Librarian, and Library Consultant/Administrator (in salary groups 11, 13, 15, 16) are underclassified in comparison with other professional titles with similar job tasks.

4. Finding: A comparison of knowledge, skills, and ability attributes shows a majority of similar attributes in job descriptions from salary groups 17 and 18.

Conclusion: Librarian I, II, III, Law Librarian, and Library Consultant/Administrator (in salary groups 11, 13, 15, 16) are underclassified in comparison with other professional titles requiring similar knowledge and skills.

5. Finding: Except for Archivist I and Librarian I, in the Education and Library Group (7000-7499 series), the entry level for other professional positions, or those that prefer a graduate degree, is salary group 17 (see, for example, Education Guidance Specialist I, Education Research Specialist I, Education Specialist I, Fiscal Program Specialist I, Occupational Education Specialist I, Special Education Specialist I).

Conclusion: The entry position for librarians, Librarian I in salary group 11, is underclassified in comparison with other entry positions that prefer a professional or graduate degree in the Education and Library Group (7000-7499 series).

6. Finding: Of 47 survey respondents, only 15 returned a specific job description.

7. Finding: Librarians not in state library agencies represent 41% of the respondents but perform 32 of the 39 tasks, and require 31 of the 36 abilities used in the comparison. Librarians in this category have a more varied range of responsibility as represented by the large number of frequently performed job tasks.

Conclusion: Job descriptions for Librarian positions are not adequate. Librarians are assigned other titles from the Classification Plan in order to make their salary group commensurate with their duties and their education. The range of responsibility for librarians not in a library agency is not represented in the existing job descriptions for Librarian I, II, III, Law Librarian, or Library Consultant/Administrator.

8. Finding: 74% of the survey respondents had five or more years of professional library experience (91% had five or more years of library experience).

Conclusion: Librarians responding to the survey are not beginning librarians, but experienced and highly trained professionals.

9. Finding: 48% of the respondents were in their present position for five or more years, with 56% employed at their current agency for five or more years.

Conclusion: Librarians responding to the survey are knowledgeable employees of their agencies with a long tenure in their present positions.

RECOMMENDATIONS

Based on the results of the 1988 SALT survey and the conclusions drawn from these results, the following recommendations are made by the Task Force:

1. Librarians should take a more active part in the process of job analysis and see that an accurate, specific job description exists for their position.

2. Job descriptions should be established at salary group 17 and salary group 18 for the titles, Special Librarian I and II, respectively, for librarians not in library agencies. Special Librarian I would be comparable to the Research Specialist II, Senior Registered Records Administrator, Education Research Specialist I, and Administrator of Technical Programs I. Special Librarian II would be comparable to the Director of Records Service, Information Specialist III, Research Specialist III, and Education Research Specialist II. These new job descriptions (see Appendix III) incorporate the varied range of responsibilities for librarians not represented by existing librarian job descriptions.

3. A Master of Library Science or Master of Library and Information Science Degree should be a mandatory education requirement for librarian positions in all state agencies.

4. Reallocate Librarian I to salary group 14 to compare equitably with Information Specialist I and Registered Records Administrator.

5. Reallocate Librarian II to salary group 15 to compare equitably with Research Specialist I and Archaeologist II.

6. Reallocate Librarian III and Law Librarian to salary group 16 to compare equitably with Information Specialist II.

7. Reallocate Library Consultant/Administrator to salary group 17 to compare with Research Specialist II, Senior Registered Records Administrator, Education Research Specialist II, and Administrator of Technical Programs I.

STATE AGENCY LIBRARIES OF TEXAS

1988 SALARY SURVEY AND LIBRARIAN CLASSIFICATION STUDY

In Two Volumes

VOLUME II : APPENDICES

Prepared by

SALT Task Force on Classification

December 1989

Austin, Texas

TABLE OF CONTENTS

Volume I

I. Introduction

II. Methodology

III. Survey Results

- A. Location, Size, and Type of Library
- B. Job Classification
- C. Education and Experience
- D. Supervision

IV. Comparisons

- A. Educational Requirements
- B. Tasks and Abilities

V. Findings and Conclusions

VI. Recommendations

Volume II

VII. Appendices

- I. Classification System Job Descriptions used for Comparisons (Coded to Comparison Tables)
- II. Classification System Job Descriptions used for Librarians
- III. Proposed New Job Descriptions
- IV. Copy of Survey
- V. Ranking Tables for Job Duties
- VI. Ranking Tables for Knowledge, Skills, and Abilities
- VII. Comparison Tables for Job Tasks
- VIII. Comparison Tables for Knowledge, Skills, and Abilities

JOB DESCRIPTIONS USED FOR COMPARISONS

Class Series 7000 to 7499 Education and Library

Class	Group	Title
7005	19	Educational Program Director
7009	20	Director, Instructional Media Division
7010	17	Consultant, Instructional Services
7013	14	Instructional Media Technician
7015	17	Administrative Program Specialist I
7016	18	Administrative Program Specialist II
7017	17	Education Guidance Specialist I
7018	18	Education Guidance Specialist II
7019	17	Education Research Specialist I
7020	18	Education Research Specialist II
7021	17	Education Specialist I
7022	18	Education Specialist II
7023	17	Fiscal Program Specialist I
7024	18	Fiscal Program Specialist II
7025	17	Occupational Education Specialist I
7026	18	Occupational Education Specialist II
7027	17	Special Education Specialist I
7028	18	Special Education Specialist II
7039	17	Program Officer I
7040	19	Program Officer II
7041	21	Program Officer III
7138	21	Director, Administrative Services
7304	13	Archaeologist I
7306	15	Archaeologist II
7308	17	Archaeologist III
7310	21	State Archaeologist
7405	11	Archivist I
7407	13	Archivist II
7409	15	Archivist III
7452	14	Registered Records Administrator
7453	17	Senior Registered Records Administrator

Class Series 1000 to 1999 ACCT Fiscal and Staff Services

Class	Group	Title
1504	15	Administrative Technician IV
1506	17	Administrative Assistant
1545	21	Division Director
1549	18	Director of Records Service
1550	16	Staff Services Assistant
1552	17	Administrator of Technical Programs I
1555	19	Administrator of Technical Programs II
1862	14	Information Specialist I
1863	16	Information Specialist II

1864	18	Information Specialist III
1866	21	Research and Information Specialist
1958	18	Specifications Chief

Class Series 0001 to 0999 Clerical and Office Services

Class	Group	Title
0544	15	Research Specialist I
0546	17	Research Specialist II
0548	18	Research Specialist III
0552	19	Research Associate

Class No. 7005

GROUP 1

EDUCATIONAL PROGRAM DIRECTOR

GENERAL DESCRIPTION

Performs responsible supervisory and administrative education work in a specialized education division of a state agency. Work is performed under general direction and incumbent is responsible for the development and administration of programs in a major educational specialty or in a major curriculum area. Supervises a staff of assistants and performs work within limits determined by agency policies and procedures relating to the specific program.

EXAMPLES OF WORK PERFORMED

1 Provides consultative service to local schools throughout the State for the purpose of improving classroom instruction.

1,3 Supervises the preparation of agency curriculum publications and instructional materials.

4 May study and analyze new textbooks submitted to the agency.

2,7 Confers with school board members, superintendents, teachers and publishing company representatives, interpreting agency policies and new programs relating to curriculum and instruction.

7 May serve in an advisory capacity to the Accreditation Committee.

1 Edits and approves bulletins and technical manuals prepared by staff members and instructors.

2,7 Reviews and evaluates program reports submitted periodically from schools and confers with school officials and teachers regarding methods of improving instructional programs.

1,3,7 Prepares and directs the preparation of techniques and procedures used by supervisory staff in the improvement of supervisory and consultative service to local school administrators and teachers.

2 Provides consultative service to public school officials, staff of police academies and teachers concerned with state-wide and community surveys, class organization and operation, curriculum planning, equipment selection, and the layout and construction of shops and laboratories.

2,7 Evaluates reports submitted by local school officials describing operation of education programs and confers with school officials, assistant state supervisors and the appropriate Assistant Commissioner in improvement of programs when reports indicate improvement is needed.

May serve as a member of the Administrative Council.

7 May serve as agency representative on advisory committees studying various phases of the instructional program.

7 May serve as a member of an accreditation team in evaluating schools by accreditation standards adopted by the State Board of Education.

Supervises review and recommends for approval applications for funding under various programs.

7 May participate in on-site monitoring visits to local education agencies to determine legal-fiscal compliance with pertinent laws, regulations, and policies.

2 May participate in coordinated committees in the agency as well as other state agencies.

Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have extensive experience in public schools or colleges relating to the designated educational program under direction and for which responsible. Should have demonstrated competence in an administrative or supervisory position in area of educational specialization.

Education

Master's degree in the area of responsibility or related field, or bachelor's degree and two years of experience in responsible administrative work.

Knowledge, Skills and Abilities

3 Extensive knowledge of methods, instructional programs, and techniques pertinent to educational specialty.

2 Ability to plan, organize, and execute an effective educational program in designated field of education.

1 An understanding of human motivation and the ability to apply such knowledge to maintain good working relationships with co-workers, subordinates, public school officials and other specialized educational groups.

License

Certification in area of specialization may be required.

Class No. 7009
Group 20

DIRECTOR, INSTRUCTIONAL MEDIA DIVISION

GENERAL DESCRIPTION

Performs responsible supervisory, administrative, and creative work in a state agency concerned with effective management control and use of media resources. Under general direction provides leadership, advisory and technical assistance to staff, regional offices, or centers, and professional organizations for planning, coordination, development, utilization, and evaluation of instructional resource materials, programs, technology, systems, and services.

EXAMPLES OF WORK PERFORMED

3,7 Plans and organizes media service activities.
1,2,7 Confers with representatives of business, industry, government, and the information and education field on the development of potential utilization of new or innovative programs, technologies, equipment, or instructional materials.
3,5,7 Participates in agency and task force meetings to ensure integration of the division's programs with current and long-range planning.
3,7 Provides effective leadership for the implementation of the long-range plans for Instructional Resources, redirection and improvement of existing services to meet the goals and objectives of the division.
7 Develops or improves work methods, procedures and policies to ensure efficient and economical use of available media resources.
2,5,6 Participates in state, regional, and national meetings conducted for professional development and instructional materials development and utilization, and in education and information technologies relating to the activities of the division.
7 Aids in the review of applications for grants.
7 Approves applications for instructional television service grants.
3,7 Administers and interprets policies and procedures.
7 Aids in the development of state plans that have to do with instructional resources programs and services.
1 Prepares detailed reports.
7 Aids in the development of standards for funds allocations that are related to instructional resources.
7 May serve on the agency committee for policies and procedures.
7 May serve on executive planning committee for the agency.
1,4,7 Provides consultative assistance in the areas of learning resources centers, educational television, computer assisted and computer managed instruction, and in the evaluation, acquisition, delivery, and use of instructional materials and equipment.
3 Resolves technical and administrative problems.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have extensive experience in writing and/or production of television, film, radio, magazine, newspaper, teaching in communications or the literary creative process, or in public relations.

7009 continued

Education

A master's degree with special preparation in appropriate field.

Knowledge, Skills and Abilities

3 Working knowledge in the development of media materials.

5 Thorough knowledge of agency programs and services which pertain to agency mission and area of responsibility.

5 Thorough knowledge about instructional media operations, material requirements and approach to subject matter.

1 Ability to accurately interpret and translate agency administered programs and research to lay terminology.

3 Knowledge of editorial concepts and practices.

1 Ability to express ideas orally and in writing in a clear concise manner.

5 Extensive knowledge of laws and regulations governing the programs administered.

1,2,4 Ability to plan, organize, and conduct meetings; to express ideas, both orally and in writing in a clear, concise manner; to analyze findings, submit sound recommendations; and to prepare reports.

19

Class No. 7010
Group 17

CONSULTANT INSTRUCTIONAL SERVICES

GENERAL DESCRIPTION

Performs professional consultative service work in the development and improvement of instructional programs. Work involves the responsibility, for promoting, developing, and improving instructional programs in various curriculum areas, in the elementary and secondary schools, academies, and colleges of the state. Independent judgment is exercised on regular consultative assignments and reference is made to the director of the appropriate division on matters pertaining to major publications, policy, and procedures of the Agency. Work is evaluated through review of written reports, materials, and conferences with staff superiors.

EXAMPLES OF WORK PERFORMED

1,2,7 Provides consultative services to administrators of schools, academies, and colleges, teachers, instructors, and representatives of other interested groups in planning for instructional improvements in one or more curriculum areas included in elementary and secondary schools and academies, and in colleges offering programs of teacher education, law enforcement, or fire protection and safety courses.

2 Develops and provides leadership to local school administrators and local governments or combinations of local governments in the utilization of instructional facilities.

1 Participates in the writing and preparation of publications.

2,7 Visits school districts, colleges, and academies, and prepares written analysis and recommendations concerning improvement of the instructional program.

2,7 Assists school administrators, instructors, and teachers in planning laboratories and other facilities.

2,6,7 Assists in the planning and development of educational programs using existing state and local education resources and materials of instruction.

1,2,5 Serves as a resource person, speaker, and evaluator to groups of teachers, administrators, lay organizations, or others working on specific problems.

5,6 Assists in planning, organizing, and conducting conferences and workshops.

2,5 Participates in regional and national programs and studies to bring their findings and conclusions to specialized educational programs of Texas, and shares Texas' program developments with other states.

5,6,7 Participates in staff conferences and planning activities designed to strengthen instruction on a state-wide basis.

Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have considerable teaching or supervisory experience in public schools, colleges, or in area of specialization.

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Education

An earned graduate degree from an approved college or university in the appropriate area of specialization.

Knowledges, Skills, and Abilities

1,2,3,5 Should have thorough knowledge of the techniques and methods of planning, organizing, and preparing instructional improvement materials, courses of study, manuals of practices, procedures for leadership publications, organizing and conducting workshops, and a thorough understanding of the over-all functions of the education program for Texas.

1,2 Ability to assume leadership role in conferences and workshops; to establish and maintain effective working relationships with associates, school administrators, and teachers; to study and 4 evaluate teaching programs in progress and render sound recommendations on necessary changes or alterations; and to use creative ability in presentation of instructional material, reports, and ideas, orally and in writing, in a clear, concise manner.

License

Valid teaching certificate in the field of specialization.

9-1-85
~~9-1-80~~
~~9-1-70~~

Class No. 7013

GROUP 14

INSTRUCTIONAL MEDIA TECHNICIAN

GENERAL DESCRIPTION

Performs technical services in the development and refinement of visuals for various departments of the agency. Suggests appropriate forms for visualizing content; sketches preliminary draft; develops visual concepts as requested. Exercises judgement in recommendations for types of visuals and graphic forms. Assists in in-service education programs. Refers to the department head matters pertaining to major publications, policies, and procedures of the agency. Work is evaluated through review of visual materials, written reports, and conferences with the department head.

EXAMPLES OF WORK PERFORMED

1 Provides technical advisory services to agency personnel responsible for planning visual presentations in all areas of agency operation.
6,7 Participates in planning with agency personnel for in-service training in the areas of graphics and visuals and assists them in the training programs.
1,4 Gives technical assistance relative to the techniques to be used in the preparation of graphic and visual materials to training personnel.
1,2 Serves as a technical resource person to departments and districts engaged in the development of visuals which are coordinated with specific subject content.
1 4 Responsible for preparation of graphics utilized in videotape productions.
5 Attends staff conferences and assists in planning workshops, conferences, etc., designed to strengthen statewide training programs.
4 Provides technical assistance to agency personnel in development of specific media presentations and publications.
3 May supervise subordinate professional and clerical personnel.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have extensive experience in layout, graphics, and transparency preparation related to instructional programs.

Education

High school graduation, some college work desirable, plus appropriate training and competencies in graphics and projection materials.

Knowledge, Skills and Abilities

1,2,3 Should have thorough knowledge of the techniques and methods of planning, organizing, and preparing graphic and visual materials to accompany demonstrations, manuals, presentations and courses of study. Knowledge of materials and supplies related to graphic and visual production.

1,2,3 Ability to assume advisory role in in-service training sessions designed to improve teacher competencies in the areas of graphic and visual production; to demonstrate creative ability in preparation of instructional materials; to impart information pertaining to graphic and visual techniques; to develop the basic rudiments of design, layout, lettering, sketching, use of color, and other skills involved in visual and graphic preparation.

Class No. 7015
GROUP 17

ADMINISTRATIVE PROGRAM SPECIALIST I

GENERAL DESCRIPTION

Performs responsible professional consultative work. Assists in directing the development, review and approval of plans for improvement of school and training programs. Promotes, develops, and provides counseling for specialized programs in the State. Exercises considerable independent judgement on routine matters of department operation.

EXAMPLES OF WORK PERFORMED

1,7 Provides consultative services in planning, developing, and implementing specialized school or training programs.
3,7 Reviews reports and recommends program improvement.
7,8 Provides counsel in use of facilities, technology, instructional resources, planning, and evaluation.
3,7 Participates in routine staff functions related to departmental policy, procedures, administration, and program development.
1,3,5,7 May provide consultative and other services in setting up specialized programs to include: conducting workshops, assisting in establishing standards, and acting as approval authority for changes in program.
7 May interpret agency policies and programs relating to areas of specialization.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Considerable administrative and/or teaching experience in public school, colleges, or training programs in the area of specialization.

Education

A bachelor's degree from an approved college or university. Graduate level degree(s) may be required, depending on area of specialization.

Knowledge, Skills, and Abilities

2,3,5 Thorough knowledge of the techniques, methods, laws, regulations and programs pertinent to the area of specialization.
1,2,3 Knowledge and ability to plan, organize, and prepare materials, manuals, other publications, and reports. An understanding of the overall
5 functions of the state education program may be required.
1 Ability to preside over meetings; to establish and maintain effective
2,4,5,6 working relationships; to evaluate and recommend changes; and to communicate, in a clear, concise manner.

License

May require a valid teaching certificate.

Class No. 7016
GROUP 13

ADMINISTRATIVE PROGRAM SPECIALIST II

GENERAL DESCRIPTION

Performs responsible professional consultative supervisory and/or administrative work. Assists in directing the development, review, and approval of plans for improvement of school and training programs. Under direction of division director, exercises considerable independent judgement on routine matters of departmental operation.

EXAMPLES OF WORK PERFORMED

3 Supervises activities of Administrative Program Specialist I.
1,6,7 Provides consultative services in planning, developing, implementing, and evaluating specialized school or training programs.
3,7 Reviews reports, and recommends program improvement.
1,6,7 Interprets agency policies and programs relating to area of specialization.
3,7 Participates in routine staff functions related to departmental policy, procedures, administration, and program development.
1,6,7 May provide consultative and other services in setting up school/training programs.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Extensive administrative, supervisory, and/or teaching experience in public schools, colleges, or in training programs in the area of specialization.

Education

A bachelor's degree from an approved college or university. Graduate level degree(s) may be required, depending on area of specialization.

Knowledge, Skills, and Abilities

2,3,5 Thorough knowledge of the techniques, methods, laws, regulations, and
1,2,3 programs pertinent to the area of specialization. Knowledge and abil-
ity to plan, organize, and prepare materials, manuals, other publica-
5 tions, and reports. An understanding of the overall functions of the
1 state education program may be required. Ability to preside over meet-
2 ings; to establish and maintain effective working relationships; to
2,7,6 evaluate and recommend necessary changes; and communicate in a clear,
concise manner.

License

May require a valid teaching certificate.

9-1-84

Class No. 7017

GROUP 17

EDUCATION GUIDANCE SPECIALIST I

GENERAL DESCRIPTION

Provides professional consultative work to public schools, regional education service centers, and colleges and universities. Develops programs to train competent counselors. Exercises independent judgement on consultative assignments. Receives advice from supervisors on major publications, policy and procedures of the Agency. Work is reviewed by staff supervisors.

EXAMPLES OF WORK PERFORMED

1,2 Provides consultative services to school administrators, counselors, teachers, and others interested in improving counselor preparation programs.

15 Develops and presents training on guidance programs relating to student opportunity.

1 Participates in the writing and design of publications.

7 Provides policy statements, publications, and technical assistance in planning and implementing kindergarten-12th grade developmental guidance programs.

9 Identifies and evaluates issues for necessary professional staff action.

2 Establishes effective lines of communication between local school districts, ESCs, national and state offices relating to guidance and counseling matters.

7 Designs and/or reviews systems and procedures for school guidance program evaluation.

5,6 Assists in planning, organizing, and conducting conferences and workshops.

2,5 Participates in regional and national programs and studies.

5,6 Participates in staff conferences and planning activities.

1,2 Provides consultative services to school administrators, teachers, and other groups involved in guidance, counseling, and testing programs.

Performs related duties as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Considerable experience as a public school counselor.

Education

An earned graduate degree from an approved college or university in guidance and counseling.

Knowledge, Skills, and Abilities

1,2,3 Should have a thorough knowledge of the techniques and methods of planning, organizing, and preparing guidance program materials, reports, organizing and conducting workshops, and
5 a thorough understanding of the overall functions of the
1 State education program. Ability to establish and maintain
2 effective working relationships; to study and evauate guid-
4 ance programs in progress and render sound recommendations.

License

Valid professional counselor certificate.

9-1-86
~~9-1-81~~

Class No. 7018

[illegible]

EDUCATION GUIDANCE SPECIALIST II

GENERAL DESCRIPTION

Provides professional consultative services, supervisory and administrative work involving coordinating services to public schools, regional education service centers, colleges and universities. Develops and promotes guidance programs within the public schools and colleges of the State. Works under direction of division or program level administrator.

EXAMPLES OF WORK PERFORMED

1,7 Provides consultative services to school administrators, teachers, publishers, and other groups relating to guidance, counseling, testing improvement, program development and evaluation, and/or standards.

4,6 Coordinates activities of Education Guidance Specialists I.

7 Identifies and evaluates issues for necessary professional staff action.

2 Establishes effective lines of communication between local school districts, ESCs, and national and state offices.

1 Participates in the writing and design of publications.

7 Prepares reports and makes program improvement recommendations.

7 Reviews operational reports by educational agencies and makes recommendations.

5,6 Assists in planning, organizing, and conducting conferences, workshops, and planning activities.

4,5 Participates in regional and national programs and studies.

Performs related duties as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Extensive experience as a public school counselor. Should have considerable experience in work requiring the exercise of independent judgement in guidance program development and completion of appropriate activities. Some experience as a Education Guidance Specialist I is preferred.

Education

An earned graduate degree from an approved college or university in guidance and counseling.

7018 continued

Knowledge, Skills, and Abilities

3,6 Should have a thorough knowledge of the techniques and
methods and programs pertinent to guidance, counseling, and
1,2,3 testing. Knowledge and creative ability to plan, organize,
and prepare guidance materials, reports, conferences, and
5 workshops. An understanding of the overall functions of the
1 education program in Texas. Ability to establish and main-
2 tain effective working relationships; to study and evaluate
4 guidance programs in progress and render sound recommendations.

License

Valid professional counselor certificate.

9-1-86
~~9-1-81~~

Class No. 7019

EDUCATION RESEARCH SPECIALIST I

[illegible]

GENERAL DESCRIPTION

Provides professional consultative service work in the research, development, and implementation of educational measurement instruments, and investigative studies of varying dimensions on educational issues, and evaluation of educational programs. Independent judgement is exercised on routine assignments. Consults with division director on matters pertaining to major publications, policy, and procedures of the Agency. Work is reviewed by staff supervisors.

EXAMPLES OF WORK PERFORMED

1,2,7 Provides consultative services to local school administrators, educators, and other interested groups in planning for research and evaluation activities.
1 Participates in the writing and design of reports.
7 Conducts research and prepares written analyses and recommendations concerning improvement of assessment and/or evaluation procedures.
4 Assists in the planning and development of educational programs.
5,6 Assists in the planning, organizing, and conducting conferences and workshops.
2,5 Participates in regional and national programs and studies.
5,6,1 Participates in staff conferences and planning activities.
1,5,7 Serves as resource person, speaker, and evaluator to interested groups.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have experience in research or evaluation activities demonstrating a general understanding of appropriate research procedures. Direct experience specialization is preferable.

Education

An earned graduate degree from an accredited college/university in a field related to the division's mission or administrative requirements.

OR

A bachelor of science degree from an accredited college/university with a major in a field related to the division's mission or administrative requirements, plus two years of experience directly related to research and evaluation or in public education.

7019 continued

Knowledge, Skills, and Abilities

1,3,6 Should have thorough knowledge of the techniques and methods of re-
search, planning, organizing, and preparing measurement instruments,
research studies and evaluation procedures, organizing and conducting
5 workshops, and a general understanding of the overall functions of the
1 State education program. Ability to lead conferences and workshops; to
1 establish and maintain effective working relationships with associates,
2 school administrators, and teachers; to study and evaluate programs in
1,4 progress and render sound recommendations; to use creative ability in
1 presentation of reports; and to present ideas, orally and in writing,
in a clear, concise manner.

Class No. 7020

GROUP 18

EDUCATION RESEARCH SPECIALIST II

GENERAL DESCRIPTION

Provides professional consultative service and supervisory work in the research, development, and implementation of education measurement instruments and evaluation of educational programs. Independent judgement is exercised on routine assignments. Consults with division director on matters pertaining to major publications, policy, and procedures of the Agency. Work is reviewed by staff supervisors.

EXAMPLES OF WORK PERFORMED

3 Designs and coordinates specific projects assigned to the division.

1,2,7 Provides consultative services to local school administrators, educators, and other interested groups in planning for assessment and evaluation activities.

1,7 Conducts research and prepares written analyses and recommendations concerning improvement of assessment and/or evaluation procedures.

1,7 Assists in the planning and development of education programs.

5,6,7 Assists in planning, organizing, and conducting conferences and workshops.

2,5 Participates in regional and national programs and studies.

5,6,7 Participates in staff conferences and planning activities.

1,5 Serves as resource person, speaker, and evaluator to interested groups.

3 May prepare the division's budget, interview job applicants and perform other administrative duties.

1 Prepares reports ranging from literature reviews to analysis of results of studies conducted.

Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have at least two years of experience related to research or evaluation preferably in the area of public education.

Education

A Master's degree from an accredited college/university with a major in a field related to the division's mission or administrative requirements.

OR

A bachelor of science degree from an accredited college/university with a major in a field related to the division's mission or administrative requirements.

OR

In addition to four years of experience, two years of experience may be substituted for one academic year not to exceed one academic year. (Four academic years are the base for this computation.)

Knowledge, Skills, and Abilities

1,2,3 Should have thorough knowledge of the techniques and methods of research,
planning, organizing, and preparing measurement instruments,
research studies and evaluation procedures, organizing and conducting
5 workshops, and a thorough understanding of the overall function of the
1 State education program. Ability to lead conferences and workshops; to
1 establish and maintain affective working relationships with associates,
2 school administrators, and teachers; to study and evaluate programs and
1,4 render sound recommendations; to use creative ability in presentation
1 of reports; and to present ideas, orally and in writing, in a clear,
concise manner. Ability to manage people, to evaluate progress of
2,4 work, to take action to insure successful completion of tasks assigned
to the division.

Class No. 7021

GROUP 17

EDUCATION SPECIALIST I

GENERAL DESCRIPTION

Provides consultative services to educators and directs the performance of a variety of professional education activities such as general education, instructional service/resources, curriculum, teacher education/certification, and educational programs for special populations. Plans, develops, reviews and improves instructional programs and materials.

EXAMPLES OF WORK PERFORMED

1,3,7 Provides consultative services to school administrators and educators, service centers, and other interested groups in planning for instructional improvements in one or more curriculum areas and in the use of instructional facilities.
1 Participates in the writing and design of publications.
7 Prepares written analyses and recommendations for program improvement.
1,7 Assists in the planning and development of educational programs.
5,6 Assists in planning, organizing, and conducting conferences, workshops, and planning activities.
1,3,7 Serves as a resource person, speaker, and/or evaluator to interested groups.
7 May serve as a member of an accreditation team in evaluation of schools.
7 May approve and monitor educational programs.
4 May assist in the textbook adoption process.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have considerable teaching or supervisory experience in schools, colleges, universities, or the equivalent experience in an area of specialization.

Education

An earned graduate degree from an approved college or university in the appropriate area of specialization.

OR

A bachelor's degree from an approved college or university with two year's specific experience directly correlated with advanced degree requirements and responsibilities of position.

NOTE: Level of degree required depends on area of specialization.

Knowledge, Skills, and Abilities

1,2,7 Should have thorough knowledge of the techniques and methods of plan-
ning, organizing, and preparing instructional improvement materials,
sources of study, manuals of practices, organizing and conducting work-
5 shops, and a thorough understanding of the overall functions of the
1 State educational program. Ability to establish and maintain effective
2 working relationships; to study and evaluate teaching programs in pro-
4 gress and render sound recommendations.

License

May require a valid teaching certificate in the specialized area where assigned.

CLASS NO. 7022
Group 18

EDUCATION SPECIALIST II

GENERAL DESCRIPTION

Provides responsible professional consultative services, administrative and supervisory work. Participates in and directs the performance of a variety of professional educational activities such as general education, instructional services, resources, curriculum, teacher education/certification, and educational programs for special populations.

EXAMPLES OF WORK PERFORMED

3,6 Coordinates activities of subordinates.
1,2,7 Provides consultative services to school administrators, educators, and other interested groups in planning for instructional program improvements or administrative support in public schools, colleges and universities.
1,7 Renders advice in the use of instructional facilities, technology, and resources and in the development of standards.
1 Participates in the writing and design of publications.
1,7 Interprets agency policies and programs in the area of specialization.
[illegible] Evaluates and/or assists administrators in the evaluation of educational programs, and prepares appropriate reports/recommendations.
5,6,7 Participates in staff conferences and planning activities.
2,7 Reviews reports by educational agencies and makes recommendations.
7 May approve and monitor educational programs.
4 May assist in the textbook adoption process.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have extensive teaching or supervisory experience in public education requiring competence in area of specialization and exercise of independent judgement in program development.

Education

An earned graduate degree from an approved college or university appropriate to the area of specialization or related field.

OR

A bachelor's degree from an approved college or university appropriate to the area of specialization or related field with two years of experience in the area of specialization or related field.

NOTE: Level of degree depends on area of specialization.

Knowledge, Skills, and Abilities

3 Thorough knowledge of the techniques, methods, and programs pertinent
to the specialty area and functional understanding of the overall educational
1,2,3,5 program. Knowledge and creative ability to plan, organize,
and prepare instructional materials, courses of study, manuals of practices,
1 reports, guidelines, and workshops; to establish and maintain
2 effective working relationships; to study and evaluate training programs
4 in progress and render sound recommendations.

License

May require teaching certificate in specialized area, if appropriate.

Class No. 7023
GROUP 17

FISCAL PROGRAM SPECIALIST I

GENERAL DESCRIPTION

Performs highly technical reviews of applications or contracts for financial assistance under a variety of State and Federal education programs. Participates in on-site monitoring of approved programs for the purpose of determining legal-fiscal and program compliance with approved applications and/or contracts, State and Federal laws, regulations and guidelines. Renders technical assistance to local education agency administrators, supervisors and teachers. Works under the direction of division or program level administrator.

EXAMPLES OF WORK PERFORMED

2 Reviews and negotiates terms and conditions of applications or contracts with local education agency administrators to comply with applicable laws, regulations, and guidelines.

7,8 Monitors approved programs for legal-fiscal compliance with applicable applications or contracts approved by the State.

1,2 Provides technical assistance to local education administrators regarding application/contract preparation and implementation of related administrative and financial management.

5 Renders assistance through workshops, conferences, on-site visits, and office visits.

2 May serve on coordinated committees within the agency or in other State agencies.

6,7 Participates in designing applications/contracts, divisional procedures, and staff development.

Performs related duties as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Considerable experience in public school administration, preferably in categorical State or Federal programs.

Education

Earned graduate degree from an approved college or university in an appropriate area of specialization.

OR

A bachelor's degree from an approved college or university in an appropriate area of specialization and two years of appropriate experience.

7023 continued

Knowledge, Skills, and Abilities

5 Should have thorough understanding of the overall functions
of the State educational program, including knowledge of
applicable laws, regulations, and guidelines in area of
3 specialization. Should have working knowledge of accounting
methods and procedures utilized by local education agencies.
1 Ability to establish and maintain effective working
relationships with colleagues as well as local education agency
6 administrators; to work with technical applications and
2 contracts; to review the implementation of educational
5 programs; to ascertain compliance with approved applications/
1 contracts, laws, regulations, and guidelines; and to write
clear, concise reports relative to findings.

License

NONE

9-1-86
~~9-1-81~~

Class No. 7024

GROUP 13

FISCAL PROGRAM SPECIALIST II

GENERAL DESCRIPTION

Performs highly technical reviews of applications or contracts for financial assistance under a variety of state and federal education programs. Supervises monitoring teams determining legal-fiscal and program compliance with approved applications/contracts, state and federal laws, regulations and guidelines. Renders technical assistance to local education agency administrators, supervisors and teachers. Works under the direction of division or program level administrator.

EXAMPLES OF WORK PERFORMED

2,7 Reviews complex applications/contracts for financial assistance under state and federal programs for legal-fiscal compliance and program content.

2,7 Negotiates terms and conditions of applications or contracts with local education agency administrators with applicable laws, regulations and guidelines.

3 Supervises, assists, and trains new staff as needed.

7 Investigates complaints filed by teachers, parents, or concerned citizens regarding violations of state or federal laws, regulations and guidelines.

2 May serve on coordinated intra-agency or inter-agency committees.

2 Plans and conducts workshops for local education agencies regarding application/contract preparation and implementation of related administrative and financial management.

6,7 Participates in and may serves as a leader of monitoring teams and in the design of applications/contracts, divisional procedures, and staff development.

Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have at least four years of experience in public school administration, preferably with some direct experience in categorical state or federal programs.

Education

Earned graduate degree from an approved college or university in an appropriate area of specialization.

OR

A bachelor's degree from an approved college or university in appropriate area of specialization and at least two years of appropriate experience directly related to job requirements.

Knowledge, Skills and Abilities

5 Thorough understanding of the overall functions of the education program in Texas, including knowledge of applicable laws, regulations and guidelines in area of specialization.

3 Working knowledge of accounting methods and procedures utilized by Texas local education agencies.

1 Ability to establish and maintain effective working relationships; to
1 work with highly technical applications and contracts; to serve as a
1,4 leader on monitoring teams; to investigate complaints; and to write
clear, concise reports.

Class No. 7025

OCCUPATIONAL EDUCATION SPECIALIST I

GROUP 17

GENERAL DESCRIPTION

Provides consultative services in a variety of professional occupational education advisory activities designed to assist local communities in the area of occupational education and to conduct related activities.

EXAMPLES OF WORK PERFORMED

1,2,7 Provides consultative services to administrators and educators of schools and colleges, and representatives of other interested groups in planning for instructional improvements in one or more curriculum area included in elementary and secondary schools and/or colleges.

2 Advises local school administrators and local education agencies in the utilization of instructional facilities.

1 Participates in the writing and design of publications.

2,7 Assists school administrators and educators in planning laboratories and other facilities.

7 Assists in the planning, development, analysis, and improvement of educational programs.

5,6 Assists in planning, organizing, and conducting conferences and workshops.

1,5,7 Serves as resource person, speaker, and/or evaluator to interested groups.

5,6,7 Participates in staff conferences and planning activities designed to strengthen instruction on a statewide basis.

7 Serves as a member of an accreditation team in evaluation of schools.

4 Participates in textbook adoption process.

Performs related duties as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Considerable experience in public schools and/or colleges in area of specialization.

Education

An earned graduate degree from an approved college or university in the appropriate area of specialization.

OR

A bachelor's degree and two years' experience directly correlated with advanced degree requirements and responsibilities of position.

7025 continued

Knowledge, Skills, and Abilities

1,2,3 Should have thorough knowledge of the techniques and methods
of planning, organizing, and preparing instructional improve-
ment materials, courses of study, manuals of practices, orga-
5 nizing and conducting workshops, and a thorough understanding
of the overall functions of the educational program in Texas.
1 Ability to establish and maintain effective working relation-
2 ships; study and evaluate teaching programs in progress and
4 render sound recommendations.

License

Teaching certificate in the specialized area where assigned, if appropriate.

9-1-86
~~9-1-81~~

Class No. 7026

OCCUPATIONAL EDUCATION SPECIALIST II

GROUP 15'

GENERAL DESCRIPTION

Provides consultative and supervisory work in a variety of occupational education activities designed to assist local communities in the area of occupational education and related activities.

EXAMPLES OF WORK PERFORMED

2 Works with professional and lay groups to improve and develop standards for upgrading instruction at all levels of education in Texas.

3,6 Coordinates activities of subordinates.

1,2 Provides consultative services to administrators and educators of schools and colleges, and other interested groups in planning for instructional improvements, curriculum, and administrative support in schools and colleges.

1 Advises school administrators in the utilization of instructional facilities, technology and instructional resources.

1 Participates in the writing and design of publications.

7 Prepares/reviews various reports, evaluates educational programs, and makes pertinent recommendations.

1,7 Interprets agency policies and programs related to the area of specialization.

5,7 Participates in staff conferences and planning activities designed to strengthen instruction.

1 Participates in textbook adoption process.

Performs related duties as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Extensive experience requiring the exercise of independent judgement in program development and completion of appropriate activities. Should have extensive experience in public schools or colleges and demonstrated competence in area of specialization.

Education

An earned graduate degree from an approved college or university appropriate to the area of specialization or related field, or bachelor's degree and two years of appropriate experience.

7026 continued

Knowledge, Skills, and Abilities

3 Thorough knowledge of the techniques and methods and programs
1, 2, 3 pertinent to the specialty area. Knowledge and ability to
plan, organize, and prepare instructional materials, courses
of study, manuals of practices, reports and guidelines, and
5 workshops. An understanding of the overall functions of the
1 education program in Texas. Ability to establish and main-
2 tain effective working relationships; study and evaluate
4 teaching programs in progress and render sound recommendations.

License

Teaching certificate in the specialized area where assigned, if appropriate.

9-1-85
~~9-1-81~~

Class No. 7027

GROUP 11

SPECIAL EDUCATION SPECIALIST I

GENERAL DESCRIPTION

Provides consultative services in the development and the improvement of programs related to education for handicapped students. Work may involve a variety of activities or a specific area of assignment. Work is performed under the direction and supervision of a program director.

EXAMPLES OF WORK PERFORMED

- Coordinates and participates in the performance of a variety of professional special education activities designed to assist schools in their educational programs for handicapped students.
- Applies special education laws, methods, policies, and regulations in the development and enhancement of special education programs.
- Reviews, evaluates, and makes recommendations with regard to applications, amendments, quarterly and annual reports.
- Assists in the development of monitoring and program review reports.
- Recommends appropriate corrective action.
- Provides technical assistance in broad or speciality areas of education.
- May do preliminary writing on issue and position papers.
- Performs related duties as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Considerable teaching experience in a public school special education program or equivalent experience.

Education

An earned graduate degree from an approved college or university in area of specialization.

Knowledge, Skills, and Abilities

Thorough knowledge of the techniques and methods of planning, organizing, and preparing instructional materials, courses of study, manuals of practices, procedures for leadership publications, organizing and conducting workshops. Understanding of overall functions of the state education program for handicapped students. Ability to evaluate, analyze, and make preliminary assessments of application reviews and on-site reviews; develop and defend critical reports; and plan, conduct, and present workshops and other organizational meetings.

License

Valid teaching certificate or endorsement in special education.

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9-1-86

9-1-81

Class No. 7028

SPECIAL EDUCATION SPECIALIST II

GENERAL DESCRIPTION

Provides consultative services in the development, preliminary approval, monitoring and reviewing, and technical assistance in the improvement of programs and activities in the area of education for handicapped students. May serve as a leader for a major activity, group of activities for a geographic section of the State, a specialist, supervisor, or a combination of these. Work is performed under direction and supervision of a program or division director.

EXAMPLES OF WORK PERFORMED

Applies special education laws, policies, procedures, regulations, methods, and practices in the development and enhancement of special education programs.
Works with professional and lay groups to improve and develop standards for upgrading special education instruction and related services at all levels of schools and universities of the State.
Provides consultative assistance to administrators of schools, education service centers, other units of state government serving handicapped children, colleges and universities, parents, and other interested groups concerning education of the handicapped.
Prepares reports and makes recommendations concerning program improvement.
Reviews and approves applications from local schools and education service centers for the allocation of state and federal funds in meeting the educational needs of handicapped children.
Participates in staff conferences and planning activities.
Advises on development of service agreements between ESC/LEA and other agencies in the provision of educational services.
Completes drafts and position papers for department.
Performs other duties as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Extensive teaching experience in special education or equivalent experience. At least one year administrative or supervisory experience or equivalent experience.

Education

An earned graduate degree from an approved college or university appropriate to special education.

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Knowledge, Skills, and Abilities

3 Knowledge and understanding of all aspects of comprehensive special education and its relationship to general education.
1,2,3 Ability to plan and organize work. Ability to communicate clearly and concisely. Ability to work cooperatively and productively with and supervise others. Specific knowledge and skills in area of designated assignment.

License

Valid teaching certificate or endorsement in special education.

9-1-86
~~9-1-81~~

41

Class No. 7039
GROUP 17

PROGRAM OFFICER I

GENERAL DESCRIPTION

Performs responsible administrative work in a State Agency. Under direction is responsible for collecting data, information and materials for planning, recommending and evaluating education programs in vocational, technical, adult education, and manpower training areas at the state level in public secondary and post-secondary education institutions and other institutions.

EXAMPLES OF WORK PERFORMED

1,7 Selects and gathers data, information and materials for agency use.
7 Develops effective measures for the evaluation of present technical-vocational education and planning for new programs.
1,2,7,8 The program officer will: assist in evaluating the role and scope of secondary institutions, public senior colleges and universities in a comprehensive plan for developing manpower education and training in the State of Texas, assist the committees and members with research projects assigned by the Chairman, gather data, information and materials for the purpose of analysis and recommendation; review and evaluate congressional records of interest; suggest and evaluate pilot projects; recommend, encourage and evaluate cooperative programs; provide up-to-date statistical data on employment opportunities in the Texas economy; recommend and evaluate a program of teacher certification for instructors of occupational training programs; work with other state agencies in securing data, information and materials; assist Program Officer III and Program Officer II with staff duties and responsibilities.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have experience in public schools or college with knowledge of school fiscal, administrative and program procedures.
Should have a knowledge and understanding of educational research, analysis or evaluation and be familiar with the trends in education.
Should have knowledge and understanding of administration and supervision of technical, vocational or occupational programs.

Education

A Baccalaureate Degree and course work with preparation in administration and supervision of vocational education.

Knowledge, Skills, and Abilities

1,2,4,5,6 Knowledge of manpower preparation programs and the evaluation and planning techniques. Ability to work with statistical data and relate to present or planned programs in manpower preparation. Ability to communicate through written and spoken media.

9-1-85
~~9-1-80~~
~~9-1-69~~

43

Class No. 7040

PROGRAM OFFICER II

Group 19

GENERAL DESCRIPTION

Performs advanced administrative and supervisory work in a State Agency. Under staff direction is responsible for planning, recommending, and evaluating educational programs in the vocational, technical, adult education, and manpower training areas at the state level in the public secondary and post-secondary educational institutions and other institutions.

EXAMPLES OF WORK PERFORMED

7 Develops effective measures for the evaluation of present technical-vocational education programs and planning for new programs.
Promotes effective utilization of resources for development of manpower resources for the industrial and economic development of the state.
1,2 Develops materials for the council, state board, governor, state legislature and other interested groups concerning technical-vocational education in Texas.
7 Some specific responsibilities: Performs staff support to the Agency
in any and all responsibilities assigned; evaluates the role and scope
of secondary instiutions, public junior colleges, community colleges,
technical training institutes, and public senior colleges and univer-
sities in a comprehensive plan for developing manpower education and
training in the State of Texas; recommends the appropriate programs to
be offered at each level of training and in each of the above types of
institutions; recommends a state plan designating the method and the
criteria to be utilized in establishing area technical schools in keeping
with current statutes; recommends and evaluates a list of programs
offered by these types of institutions eligible to be funded by current
appropriations; suggests and evaluates pilot projects; recom-
mends the establishment of the responsibility of these types of insti-
tutions in adult basic education, adult technical education and adult
vocational education; recommends, encourages and evaluates cooperative
8 programs; provides up-to-date statistical data on employment opportunities
in the Texas economy; recommends a state plan for the development of a
comprehensive manpower program; recommends and evaluates a program of
teacher certification for instructors of occupational training programs;
and recommends and evaluates a state-wide plan for the development of
a comprehensive program of apprenticeship training.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have experience in manpower preparation programs through vocational, technical, industrial or equivalent programs.
Should have experience in public schools or colleges with knowledge of the school fiscal, administrative and program procedures.
Should have experience in educational research, analysis or evaluation and be familiar with the trends in education.
Should have experience in administration or supervision of technical, vocational or occupational programs.

44

7040 continued

Education

A Baccalaureate Degree and experience as Program Officer I or a Master's Degree with course work in education, technical-vocational education and economics.

Knowledge, Skills, and Abilities

2,3,5 Extensive knowledge of manpower preparation programs and their evaluation and planning techniques.

3,6 Ability to interpret statistical data and relate to present or planned programs in manpower preparation.

1 Ability to communicate through written and spoken media.

9-1-85
~~9-1-80~~
~~9-1-69~~

45

Class No. 7041

Group 21

PROGRAM OFFICER III

GENERAL DESCRIPTION

Performs highly responsible and important supervisory and administrative work in a State Agency. Under direction, is responsible for planning, recommending, and evaluating educational programs in the vocational, technical, adult education, and secondary educational institutions and other institutions. Directs and coordinates the work of Program Officers I and II and performs work within limits determined by policies and procedures.

EXAMPLES OF WORK PERFORMED

7 Develops effective measures for the evaluation of present technical-vocational education programs and planning for new programs.
Promotes effective utilization of resources for development of manpower resources for the industrial and economic development of the state.
1,2 Develops materials for the council, state board, governor, state legislature and other interested groups concerning technical-vocational education in Texas.
7 Some specific responsibilities for which the Program Officer will provide staff support: evaluate the role and scope of secondary institutions, public junior colleges, community colleges, technical training institutes, and public senior colleges and universities in a comprehensive plan for developing manpower education and training in the State of Texas; recommend the appropriate programs to be offered at each level of training and in each of the above types of institutions; recommend a state plan designating the method and the criteria to be utilized in establishing area technical schools in keeping with current statutes; recommend and evaluate a list of programs offered by these types of institutions eligible to be funded by current appropriations; recommend methods of funding existing programs and propose methods for funding new programs; suggest and evaluate pilot projects; recommend the establishment of the responsibility of these types of institutions in adult basic education, adult technical education and adult vocational education; recommend, encourage, and evaluate cooperative programs;
8 provide up-to-date statistical data on employment opportunities in the Texas economy; recommend a state plan for the development of a comprehensive Manpower program; recommend the state plan, training institutions, and means of coordination of manpower training in the state; recommend and evaluate a program of teacher certification for instructors of occupational training programs; and recommend and evaluate a state-wide plan for the development of a comprehensive program of apprenticeship training.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have extensive experience in manpower preparation programs

through vocational, technical, industrial or equivalent programs.
Should have substantial experience in public schools or colleges with knowledge of the school fiscal, administrative and program procedures.
Should have experience in educational research, analysis or evaluation and be familiar with the trends in education.
Should have extensive experience in public schools or colleges, including some experience in administration or supervision of technical, vocational or occupational programs.

Education

Minimum of a Master's Degree and course work with extensive preparation in administration and supervision of technical-vocational education or experience as Program Officers I and II.

Knowledge, Skills, and Abilities

2,3,5 Extensive knowledge of manpower preparation programs and their evaluation and planning techniques.
3,6 Ability to interpret statistical data and relate to present or planned programs in manpower preparation.
1 Ability to communicate through written and spoken media.

9-1-85
~~9-1-80~~
~~9-1-69~~

Class No. 7138
Group 21

DIRECTOR, ADMINISTRATIVE SERVICES

GENERAL DESCRIPTION

Performs responsible supervisory and administrative work in the Administrative Services Division of the Texas Education Agency. Under general direction of the Associate Commissioner for Finance, is responsible for directing the professional and administrative activities of the Division, developing services, materials, and studies relating to the improvement of school administration. Supervises a staff of assistants engaged in administrative and consultative work. Work is performed within limits determined by Agency policies and procedures relating to administrative services.

EXAMPLES OF WORK PERFORMED

1,2 Assists local school administrators and boards of education on problems concerning school administration and conducts workshops and conferences to study these problems.

1 Prepares or assists in the preparation of bulletins and other publications concerned with school administration.

2,3 Works with program directors in the planning and administration of School Plant, School Lunch, and School Transportation Services.

5 Plans and directs the Annual School Administrators Advisory Conference on Education.

1,7 Prepares or assists in the preparation of reports on projects in school administration that are financed by organizations other than the Texas Education Agency but are carried out with the assistance of Agency personnel.

1 Advises in the development of publications on School Plant, School Lunch, and School Transportation.

1 Serves as Coordinator in development of the Handbook for Local School Officials.

1,2,7 Consults with local school administrators and boards of school trustees on special, local problems.

2,6 Coordinates the administrative leadership program of the Texas Education Agency with similar programs conducted in instituitons on higher education.

Performs related work as required.

GENERAL QUALIFICATION REQIREMENTS

Experience and Training

Should have extensive experience in public schools or colleges including extensive experience as a school administrator.

Education

Master's degree with major in Public School Administration including courses in school law, budgeting, and accounting.

Knowledges, Skills, and Abilities

3 Extensive knowledge of public school administration and related problems.

1,2 Ability to plan workshops and conferences; to express self well by letter and in public; to establish and maintain effective working relations with co-workers, school officials, and other groups and organizations in the educational field.

9-1-78

Class No. 7304
Group 13

ARCHAEOLOGIST I

GENERAL DESCRIPTION

Performs archaeological field, laboratory, and scientific research directed toward recovery of information necessary for the planned development of historic and prehistoric properties. Under general supervision, assists in planning and executing stabilization projects, monitors construction projects, solves maintenance problems at historic sites and participates as member of planning teams.

EXAMPLES OF WORK PERFORMED

1 Participates as archaeologist on preservation planning teams.
1,7 Performs background research, recommends and conducts archaeological investigations, writes narratives and summaries, developes value series and produces comprehensive plans for historic site developments.
3,7,8 Plans and supervises archaeological surveys and projects, which include background research, budget and work schedule preparation, personnel interviews and hiring, procuring supplies and equipment, scheduling, arranging for transportation and field housing, and coordination with field personnel and other staff members.
1 Conducts thorough scientific investigations and produces comprehensive archaeological reports which satisfy the Antiquities Code and provide maximum information for utilization in preparation of preservation plans.
7 Monitors excavations of historic or recreational park development construction to prevent disturbance of archaeological deposits and/or to ascertain the existence of any significant archaeological resources not previously identified.
1 May research and test materials, specify appropriate materials and techniques, and supervise or monitor construction.
7 May solve problems occurring at historic sites involving maintenance.
7 May participate as a member of a park master planning team by providing archaeological input about a specific park site.
1 May conduct archaeological surveys and projects at existing state recreational parks.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have at least two years of increasingly responsible experience in archaeological administration, management, field investigations, laboratory analysis, and comprehensive technical report writing and preparation. Considerable experience in professional research at graduate level or equivalent in archaeology or related field is desirable.

Education

Bachelor's degree or equivalent professional experience in anthropology with specialized training in archaeology.

Knowledge, Skills and Abilities

3,6 Some knowledge of archaeological field techniques and scientific laboratory procedures.

1 Ability to prepare comprehensive archaeological reports utilizing skills in writing, drafting, photography, layout, and printing; to
2,3 organize and direct archaeological and stabilization projects.

2 Administrative and supervisory skills needed for the direction of field and laboratory personnel.

Class No. 7306

GROUP 15

ARCHAEOLOGIST II

GENERAL DESCRIPTION

Performs advanced archaeological work in a state agency. Work involves the development of archaeological data required as a part of plans for the development of state historic sites.

EXAMPLES OF WORK PERFORMED

1,7 Conducts and/or participates in archaeological investigations, preservation/stabilization programs, field and laboratory experimentation and analyses.
7 Assists in planning and execution of research designs; serves on preservation planning teams.
4 Performs field surface reconnaissance and testing of archaeological sites.
1,4 Prepares maps, cross sections and photographic plates for archaeological publications, files and records.
1 May provide professional consultance and advice on Antiquities Code compliance to departmental personnel.
Manages the execution of and writes contracts for professional services.
7 May monitor and inspect archaeological investigations, testing programs, and preservation/stabilization projects.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have at least three years of increasingly responsible experience in archaeological administration, management, field investigations, laboratory analysis, and comprehensive technical report writing and preparation. Should have considerable experience in professional research at graduate level or equivalent in archaeology or history. Should have experience in writing and managing contracts for professional services.

Education

Bachelor's degree or equivalent professional experience in anthropology with specialized training in archaeology.

Knowledge, Skills and Abilities

1,3,6 Considerable knowledge of preservation techniques, administration, field investigations, laboratory procedures and analysis, photography, drafting and technical writing in the field of archaeology.
1 Ability to perform technical editing of all archaeological reports produced by staff archaeologists.

9-1-85

Class No. 7308
GROUP 17

ARCHAEOLOGIST III

GENERAL DESCRIPTION

Performs responsible professional archaeological supervisory, research and/or cultural resource management work in a state agency. Work involves preservation and management of and research on land and/or underwater archaeological sites. Works under general direction with wide latitude for use of independent judgement and initiative.

EXAMPLES OF WORK PERFORMED

2 Monitors progress under permits issued by state or federal agencies.
7 Reviews reports generated under permits.
2 Reviews plans for various construction projects which impact lands of the federal government, the State or its political subdivisions or private lands which involve federal funds or permits and require archaeological resource protection under the appropriate laws and rules.
1,4 Maintains and expands through research the inventory of archaeological sites.
Works on the protection and preservation of land and/or underwater archaeological sites located on private and/or public lands.
2 Works with the landmark designation process under federal and/or state regulations.
3 Conducts and supervises land or underwater archaeological research projects.
1 Monitors court cases and other legal procedures and works with attorneys in efforts to preserve and protect land and underwater archaeological resources under appropriate laws and rules.
1 Reports, writes and publishes on agency research activities and/or cultural resource management.
3 Supervises contract personnel and assistants as needed.
1,2 Provides information and assistance on land and/or underwater archaeology and cultural resource management to the public and other agencies.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have at least four years of increasingly responsible experience in archaeological administration, management, field investigations, laboratory analysis, comprehensive technical report writing and preparation, professional research at graduate level or equivalent and writing and managing contracts for professional services. Experience in land and/or underwater cultural resource management may also be required.

Education

Graduate degree in anthropology with specialized training in archaeology.

Knowledge, Skills and Abilities

1,3,6 Thorough knowledge of preservation techniques, administration, field investigations, laboratory procedures and analysis, photography, drafting and technical writing in the field of archaeology.
1,2,3 Ability to run all phases of a field project from planning through the publication of the final report.
2,3,6 Ability to plan, organize and supervise large-scale research projects and attendant field work.
1 Ability to establish and maintain effective working relationships with subordinates, associates and the public.

Special Qualifications

To qualify for an underwater archaeology position, must be a qualified scuba diver.

GROUP 21

STATE ARCHAEOLOGIST

GENERAL DESCRIPTION

Performs advanced professional scientific archaeological functions for the Texas Historical Commission. Exercises general supervision and professional guidance over all archaeological projects conducted by the State and supervises professional and clerical employees engaged in archaeological activities. Work is performed within agency and statutory guidelines with broad latitude for exercise of professional judgement and initiative.

EXAMPLES OF WORK PERFORMED

1,4 Maintains an inventory of significant sites of archaeological and historical interest, both prehistoric and historic.

1,3 Implements a program of public information and education on the archaeology and history of Texas.

1,4 Conducts or directs the conducting of surveys and excavations with respect to significant archaeologic and historic sites in Texas.

1 Prepares or supervises the preparation of reports, surveys and publications.

2 Enters into cooperative and contractual work in pre-historic and historic archaeology with other state agencies, the federal government, state or private institutions and others.

3,4 Supervises the maintaining and determining of the repository of catalogued collections of artifacts and other materials of historic and archaeological interest.

3,7 Initiates, implements and directs programs, policies and procedures to effect the preservation of the archaeological and historical heritage of Texas.

Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have broad progressive professional experience in archaeology and in the supervision of large archaeological research projects and excavations.

Education

Graduate degree in anthropology with specialized training in archaeology.

Knowledge, Skills and Abilities

3,6 Comprehensive knowledge of the methods and procedures involved in archaeologic research and studies; knowledge of the history of Texas.

3 Broad knowledge of past and current research in Texas history and archaeology.

Knowledge, Skills and Abilities (concluded)

2,3,6 Skill in planning, directing and conducting all phases of archaeological investigations and research studies.

1,2,3,6 Ability to supervise the operation of large-scale scientific research programs; to plan and implement all phases of such programs; and to prepare or supervise preparation of reports on findings and results.

1,2 Ability to maintain superior public relations and to insure effective coordination and cooperation of agency staff.

Class No. 7405
GROUP II

ARCHIVIST I

GENERAL DESCRIPTION

Performs professional archival work within a division of the State Library. Work involves the care and preservation of permanently valuable records and documents, which includes analyzing and arranging archives and manuscripts, preparing inventories, indexes, guides and other finding aids to facilitate access to information; assisting users by making documents and information available or locating reference materials obtainable elsewhere. Duties are performed under supervision of higher level professional archivists.

EXAMPLES OF WORK PERFORMED

1,4,8 Arranges and describes state or local government records and historical manuscripts.
1,4,8 Researches and writes administrative histories and provenance statements for record groups.
4,7 Makes suggestions regarding appropriate disposition of archives and manuscripts.
1 Assists archives users in locating materials appropriate to their research needs.
1 Provides professional reference and research services to archives users in person, by phone or mail.
5 May give presentations to visiting professional, students or other groups regarding the workings and resources of the archives.
1 May assist with special projects such as records manuals and other publications.
2 Transfers records from state or local government offices to State Archives or regional depositories.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

None - a beginning position.

Education

Master's degree from an accredited college or university with a major in History, Government, Library Science, or related discipline; and coursework in archival administration.

Knowledge, Skills, and Abilities

3 Basic knowledge of professional archival methods, practices and procedures.

1 Ability to compose descriptive narrative with good English, form and style.

1,2,3 Ability to collect, organise, research, interpret and submit written descriptions of record groups and private manuscript collections.

3 Knowledge of investigative research procedures and their application to the management of an archival depository.

4 Ability to work semi-independently and to exercise independent judgement.

1 Ability to work with and make oral presentations to public and in group meetings.

Class No. 7407
GROUP 13

ARCHIVIST II

GENERAL DESCRIPTION

Performs advanced professional archival work within a division of the State Library. Responsible for examining state and local government records, recommending disposal and destruction of materials of no archival importance, analyzing and arranging archives and manuscripts, preparing inventories, indexes, guides and other aids to facilitate access to information; assisting government offices or private individuals conducting research and making specific documents and information available or locating reference materials obtainable elsewhere. Duties are performed under administrative direction of higher level professional archivists. May supervise other archivists.

EXAMPLES OF WORK PERFORMED

3 Trains and supervises professional and non-professional personnel.
4,8 Arranges and describes state or local government records and historical manuscripts.
1,2,4,7 Appraises records of state or local government offices and recommends appropriate disposition.
1,2 Assists government agencies or private individuals in locating materials relevant to research needs, and answers reference questions in person, by phone or mail.
1 Makes presentations to visiting professional, student, or other groups.
5 May conduct workshops on archival services.
1,2 May consult with libraries, archives, and government offices to advise on archival or records management practices.
3 May be responsible for an area comprising several depository regions; explains regional programs to local public officials.
3 Assists in gathering data and preparing statistical reports.
1 May engage in research for compilation of text for historical publications and exhibits.
1 May prepare and edit manuscripts for publication or design layouts for interpretive exhibits.
4 May maintain library collection.
2 May assist in the transfer of records from state or local government offices to State Archives or regional depositories.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Considerable professional archival experience.

Education

Master's degree from an accredited college or university with a major in History, Government, Library Science, or related discipline; and coursework in archival administration.

Knowledge, Skills, and Abilities

3 Considerable knowledge of professional archival practices and procedures.

1 Ability to compose descriptive narrative with good English, form and style.

1,2,3 Ability to collect, organise, research, interpret and submit written descriptions of record groups and private manuscript collections.

Considerable knowledge of research procedures and their application to the management of an archival depository.

4 Ability to work semi-independently and to exercise independent judgement.

1 Ability to work with and make oral presentations to public and in group meetings.

2 Ability to supervise the work of subordinates.

Class No. 7409

GROUP 15

ARCHIVIST III

GENERAL DESCRIPTION

Performs professional consultant or supervisory archival work within a division of the State Library. Serves either as an advisor and consultant to offices of state and local government throughout the state in all phases of archival work, or as a supervisor in a specialized area of archival work. Assumes certain administrative responsibilities within a division as assigned.

EXAMPLES OF WORK PERFORMED

3 Supervises professional staff members in a specialized area, such as arrangement and description of records.
1,2,4 Assists state or local officials in establishing records schedules, by appraising records for permanent historical or other continuing value.
7,8 Assists department head in development of policies and procedures within area of assignment.
3,4,8 Supervises maintenance of records within areas of assignment.
1,2 Provides professional assistance and technical advice to local historical societies, historical commissions, and others.
3 May assume responsibility for department in absence of department head.
7,8 Recommends to department head new policies, procedures, personnel changes, budget needs, and other matters.
1 May prepare staff manuals and other publications.
7 Assists department head in reviewing performance measures and other data to assess department's present and proposed system.
5 Plans and assists in conducting archival workshops and seminars throughout the state.
Prepares correspondence in connection with area of assignment.
7 Assists department head in collecting and analyzing data and revising procedures for greater efficiency.
5 Makes presentations to visiting professional, student, or other groups.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Extensive professional archival experience, a substantial portion of which shall have been in the area of public records, and which also shall have included successful supervisory work.

Education

Master's degree from an accredited college or university with a major in History, Government, Library Science, or related discipline; and coursework in archival administration.

Knowledge, Skills, and Abilities

3 Extensive knowledge of professional archival methods, practices and procedures.

1,2 Ability to supervise other professional archivists, and to work effectively with a wide variety of persons in and outside the department.

1 Ability to speak before public, professional, historical, and local officials' groups.

4 Must be willing to work under pressure, and to deal with several different and geographically distant situations at once.

4 Ability to think creatively and flexibly, while working within limitations of local and state government structure.

Willingness to travel extensively.

Class No. 7452

GROUP 14

REGISTERED RECORDS ADMINISTRATOR

GENERAL DESCRIPTION

Performs highly responsible and technically complex professional work in maintaining and supervising the professional medical records in a state hospital or school. Work involves the responsibility for the preparation, maintenance, and coding of the professional medical records and case histories of clients and/or patients in accordance with established professional standards for the maintenance, posting, and coding of medical case histories and records. May supervise one or more medical records technicians or clerks. Uses independent professional judgement in performance of duties according to accepted professional practices, state laws, board policies and department regulations. Works under the general direction of the Senior Registered Records Administrator, superintendent, clinical director, or medical director and refers doubtful or unusual matters to superior.

EXAMPLES OF WORK PERFORMED

4 Assists professional medical personnel in completing accurately the medical records on each client/patient of the hospital or school, and maintains the medical case histories of all clients/patients in a state hospital or special school.

4,7,8 Analyzes and develops diagnostic and therapeutic records of medical cases; coordinates and integrates the medical records system throughout the hospital or school for all primary and secondary records and indexes which relate to the professional care of the clients/patients.

1,4,8 Establishes and maintains functional technical indexes and teaching files.

Selects and summarizes information from clinical records in response to professional requests in order to fulfill reporting requirements and for presentation of case histories.

6 May conduct lectures, seminars, and other educational meetings for new physicians or staff members to demonstrate and explain the value of medical records and medical care.

7 Reviews with the physician the responsibilities for various protection of records.

Serves as a member of the medical records committee of the institution.

3 Supervises and allocates the workload, and assignment of duties to employees assigned to the medical records function.

3,8 Supervises and assists in maintenance of controls on registration, discharge and furlough of patients, transcribing machine and oral dictation; departmental equipment and supplies and other necessary files.

8 Supervises and prepares medical case histories and records, statistical reports, diagnostic analyses, activities reports and other special and regular reports as required.

3 Interviews, selects, and trains departmental personnel working under supervision; recommends promotions and changes in status of personnel assigned.

1 Protects clients'/patients' confidentiality and responds to requests for historical information.

5 Attends department and staff conferences.

Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have experience as a hospital medical records librarian.

Education

A bachelor's degree in records administration or related subject from an accredited school or college; or completion of at least two years of required college work toward a degree, plus one year of theoretical instruction and practical experience in an approved school for administrators, leading to approved registration.

Knowledge, Skills, and Abilities

1,3 Thorough knowledge of acceptable methods and procedures for preparing hospital medical records; of medical-legal terms; and of necessary medical forms and terminology; of procedures in establishing a medical records department.

3 Skill in the professional coding system used by registered records administrators in posting and maintaining medical records on clients/patients.

2 Ability to plan and organize the work of the department; to allocate
1 and supervise the work of subordinate personnel; to prepare, analyze,
6 and interpret statistics regarding hospital records keeping, patients records, and related medical records.

Physical

Physical condition sufficient to permit the full performance of duties.

Registration

Registration as a Registered Records Administrator (RRA) from the American Medical Records Association.

9/1/83

Class No. 7453

SENIOR REGISTERED RECORDS ADMINISTRATOR

GROUP 17

GENERAL DESCRIPTION

Performs highly responsible technical supervision and coordination of the medical record keeping procedures in state hospitals, chest hospitals, and state schools in cooperation with central office and the institutions. Work involves the training and supervision of medical records personnel in the institutions. Has wide latitude for the exercise of independent judgement in performance of duties in accordance with state laws, board policies, and department regulations. Works under the general direction of the chief of biometrics in cooperation with the superintendent, assistant superintendent, or other designated authority in the hospital or school.

EXAMPLES OF WORK PERFORMED

4,8 Formulates and develops an appropriate and adequate, medical records system in cooperation with division directors and the institutions.

7 Designs and develops training in operational manuals of procedures and techniques to meet the requirements of each type of institution and instructs personnel in their use.

4,8 Assists in establishing a system of central, uniform reporting of biometric data for each division.

2 Cooperates with each division and works closely with institutions on research projects requiring medical records data.

Assists the institutions in recruiting qualified personnel for medical records services.

7 Reviews and analyzes the medical records program at each institution and provides technical data.

1,3,7,8 Interprets policies, regulations, and procedures, and recent developments in medical records administration.

7 Assists in coordinating medical records services with other services of the institution and makes appropriate suggestions and recommendations.

6 Plans and conducts training programs through workshops, seminars, group conferences, and other appropriate means.

5 Keeps informed on latest developments in medical records through reading professional literature and attending professional meetings.

8 Compiles statistical data and publishes reports on patient population, diagnostic classification, age grouping, etc.

4,8,7 Assists in developing and establishing systems of classification of clients/patients and coding of all operative procedures performed in mental hospitals by standard nomenclature of diseases and operations.

Insures that confidentiality of clients' records is protected.

2,4 Cooperates and participates in the reporting programs of the National Institute of Mental Health, the Southern Region of Mental Health Statisticians, and other federal, state, and local organizations requesting data.

7 Assists the hospitals in establishing medical records committees and medical audit committees to evaluate patient care as reflected by medical records.

7 Assists medical records services in the institutions to simplify and improve procedures.

1,3 Supervises and instructs personnel in proper procedures for micro-filming records, revising critical forms and reporting systems, and filing medical records.

7 Assists in planning and programming data for processing by tabulating equipment.

Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have a minimum of five years experience as a medical records librarian, including one years experience in a state hospital, state school or chest hospital. Some administrative or consulting and training experience in medical research areas.

Education

A bachelor's degree from an accredited college or university in records administration or related subject.

Knowledge, Skills, and Abilities

3 Thorough knowledge of medical records and comprehensive knowledge of medical research activities.

5,6 Thorough knowledge of the legal requirements of the State of Texas regarding medical records, medical terminology, indexing and cross-indexing procedures, and the collection of statistical data.

1,3,6 Considerable knowledge of medical report procedures, statistics, and mathematics.

3 Knowledge of machine recording procedures, forms design, systems layout, control procedures, and coding.

2,4 Ability to supervise multiphase operations and to mentally adjust to complex procedural systems.

1 Ability to prepare complete and concise reports and analyses; and to communicate effectively, using both verbal and written communications.

Physical

Physical condition sufficient to permit full performance of duties.

Registration

Registration as a Registered Records Administrator (RRA) from the American Medical Records Association.

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Class No. 1504
GROUP 15

ADMINISTRATIVE TECHNICIAN IV

GENERAL DESCRIPTION

Performs highly responsible administrative support work and/or technical program assistance work in a state agency. Supervises administrative support and/or technical program assistance workers. Assists in directing or planning the operations of an agency program. Work is performed under direction with extensive latitude for exercise of independent judgement.

EXAMPLES OF WORK PERFORMED

3 Supervises technical and clerical personnel engaged in activities involved in the planning for, and execution of, an agency program.
2 Coordinates work between organizational units of the agency and with local, state, and federal agencies and private organizations.
1,7 Provides interpretations in response to complex inquiries regarding rules, regulations, policies and procedures.
3 Supervises and assists clerical and technical staff in compiling and analyzing data, in making calculations and in preparing reports.
3,7 Develops policies and procedures.
4 Develops, coordinates, and maintains record keeping system for files and records.
8 May participate in budget preparation and justification.
1 Researches, writes, designs, or edits agency publications such as brochures, forms, manuals, reports and charts.
4 May use desk top publishing system.
6 May develop and present training materials to agency staff.
1,7 May research legal, technical and policy issues.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have extensive responsible experience in office practices and administrative procedures in the specialized field in which the work is performed, including supervisory responsibility.

Education

Graduation from an accredited four-year college or university with major course work in areas related to assignment. (One year of appropriate experience may be substituted for one year of college on a year-for-year basis.)

1504 continued

Knowledge, Skills and Abilities

3 Extensive knowledge of office management principles and practices and of administrative procedures.

5 Extensive knowledge of agency rules, regulations, policies and procedures, and the ability to interpret them.

3 Skill in the use of electronic data and/or word processing equipment and software.

2,4 Ability to implement new systems and procedures and to evaluate their
1 effectiveness; to establish and maintain effective working
1,5 relationships with supervisors, co-workers and subordinates; to deal
with the public; to effectively interpret agency programs and plans;
1 and to communicate effectively both orally and in writing.

Class No. 1506
GROUP 17

ADMINISTRATIVE ASSISTANT

GENERAL DESCRIPTION

Performs responsible administrative work in the planning for and execution of non-technical phases of an agency program or project. Supervises technical and clerical workers engaged in executing the program or project. Work is performed under general supervision with latitude for use of initiative and independent judgement subject to the limits determined by agency policies and procedures.

EXAMPLES OF WORK PERFORMED

7 Provides administrative assistance to a program or project director.

3 Plans, assigns, and reviews work of technical and clerical workers.

1,3 Plans, prepares, or supervises the preparation of periodic and special reports.

1,3,4,7 Develops administrative procedures, standards and methods; prepares or assists in preparing manuals and publications.

3,7 Supervises the review and evaluation of program content for the purpose of developing sound administrative practices and the formulation of policies which may contribute to the improvement of public services provided by the agency.

2 Coordinates program or project with other governmental agencies and private organizations.

7 Advises the director on administrative matters within the division.

34, 8 Oversees the maintenance of division filing system.

8 May assist in preparing budget for program or project.

Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have considerable administrative experience in a recognized profession or business and specialized training in accounting, statistics and public administration.

Education

Graduation from an accredited four-year college or university with a degree in business administration, including courses in accounting and statistics and/or public administration.

Knowledge, Skills and Abilities

5 Thorough knowledge of agency services and programs and of accepted business practices and procedures involved in providing the services and in executing the programs.

5 Considerable knowledge of department rules, regulations and policies; and of related legislative and legal practices and procedures.

1,2,4 Ability to plan and supervise the work of others; to handle administrative problems resourcefully; and to deal effectively with the public and with private groups and organizations.

9-1-87

Class No. 1545

Group 21

DIVISION DIRECTOR

GENERAL DESCRIPTION

Performs highly responsible administrative work as director of a division in a state agency. Work involves interpreting, administering and directing the enforcement of laws pertinent to the assigned division. Work is usually performed under direction of agency head or commissioner with wide latitude for use of initiative and independent judgement. Provides leadership and supervision of division personnel.

EXAMPLES OF WORK PERFORMED

3,8 Directs the preparation of the annual and biennial division budget; advises management of long-range budgetary plans necessary to implement new programs.

7 Assists in developing and carrying out agency policies; insures compliance with state, federal and local laws and policies relating to agency.

7 Prepares regulations and procedures for divisional functions.

3 Supervises and directs the activities of a large staff of professional, technical, and clerical personnel.

3,7 Directs the development of procedures, operating instructions, and training for activities within the division.

Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have extensive administrative experience, including considerable experience serving in a supervisory or managerial capacity.

Education

Graduation from an accredited four-year college or university with major course work in a field relevant to assignment. A master's degree in area of responsibility or related field may be required in certain agencies.

Knowledge, Skills and Abilities

5 Extensive knowledge of agency programs, functions, policies, and procedures; and of the relevant laws and/or programs pertinent to the division.

1,2 Ability to plan and direct the work of the division; to train and
4 supervise; to analyze and solve work problems; to interpret and apply policies and regulations; and to work effectively with a variety of individuals and groups.

Class No. 1549
GROUP 18

DIRECTOR OF RECORDS SERVICE

GENERAL DESCRIPTION

Performs responsible administrative work in a division of a state agency. Work involves planning and directing records classification and management, pre-audit of reports, central permits issuance and renewal, and records reproduction programs; incumbent must supervise a public reference service and coordinate centralized records maintenance with functional records utilization by line supervisors. Work is performed under general direction of an upper level manager.

EXAMPLES OF WORK PERFORMED

3,4,8 Supervises planning and installation of central records system, central permits issuance and renewal program, record pre-audit system and record reproduction procedures.
2,7,8 Establishes working procedures for maintenance of central files, and reference to files by other employees and the public.
1,4,8 Arranges record access for reporting services.
3 Supervises maintenance of pre-audit standards.
1,8 May prepare statistical records and analyses from records processed.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have extensive and progressively responsible experience in records auditing, processing and maintenance.

Education

Graduation from an accredited college or university desired, but substitution of suitable experience may be permitted.

Knowledge, Skills, and Abilities

5 Extensive knowledge of agency rules and regulations and of general needs of public for information and data from agency records.
1,3 Skill in processing and controlling mass volumes of reports and records, and general accounting techniques and procedures.
1,2 Ability to supervise staff of technical and clerical employees; to coordinate services with other divisions; and to maintain good relations with industry and public representatives.

~~9/1/83~~
9/1/88

Class No. 1550
GROUP 16

STAFF SERVICES ASSISTANT

GENERAL DESCRIPTION

Performs administrative and staff services work in a state agency. Work involves supervising or assisting in supervising several staff services functions such as personnel, accounting, budgeting, duplicating, purchasing, training, material and property management; providing advice and service to agency personnel; maintaining liaison with federal, state and local agencies and developing special instructional, publicity and educational material. Works under general supervision of administrative superior, with latitude for use of initiative and independent judgment.

EXAMPLES OF WORK PERFORMED

3,4,8 Supervises or assists in supervising several staff services functions such as personnel, accounting, budgeting, duplicating, purchasing, training, material and property management.

8 Prepares and recommends the facility or divisions' annual budget; keeps a current analysis of expenditures.

3,4,8 Supervises the preparation of specifications and requisitions for the purchase of supplies and equipment; the receipt, storing, and distribution of supplies and equipment; the receipt and distribution of correspondence; the maintenance of property control records; and the duplication and distribution of printed materials.

3,7 May make frequent inspections of operations to detect need for changes and improvements.

3 Interviews job applicants and makes employment recommendations.

3 Makes recommendations for promotions, demotions, transfers, and discharges.

3 Trains new employees and instructs experienced employees in new procedures.

1 Prepares periodic and special reports.

6 May plan and conduct workshops, institutes and in-service training programs.

Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have considerable experience in at least one or more of the following specific or related staff services functions: office management, personnel administration, budget preparation or control. Should have some experience at a responsible supervisory level.

Education

Graduation from an accredited four-year college or university with a major in personnel, public or business administration, or a related major course of study.

Knowledge, Skills and Abilities

5 Considerable knowledge of division programs, policies, and procedures; of the methods, principles, and practices of the agency.

2,3 Considerable knowledge of office management and personnel administration.

2,4,5 Ability to plan, direct, supervise and train employees; to analyze and solve work problems; to interpret and apply agency policies and regulations.

1 Ability to assume leadership role in conferences and workshops; to
1 establish and maintain effective working relationships with associ-
2 ates and administrators; to study and evaluate programs in progress
1,4 and render sound recommendations on necessary changes; and to prepare appropriate correspondence and other written documents.

Class No. 1552
GROUP 17

ADMINISTRATOR OF TECHNICAL PROGRAMS I

GENERAL DESCRIPTION

Performs complex professional administrative and supervisory work required for the management of an agency program. Work involves assisting in developing plans for effective program management, and regular inspection of performance of an assigned program. Works under direction with latitude for use of initiative and independent judgement.

EXAMPLES OF WORK PERFORMED

7 Assists in conducting program analysis studies to develop and recommend solutions to problems.
7 Assists in implementing solutions approved by higher level personnel.
1 Handles correspondence regarding technical program activities.
2 Maintains contact with personnel working in related areas in other states and the federal government.
7 Reviews reports furnished by field operations division to compare performance levels in different regions and districts; visits field offices to confer with personnel on program problems.
1,7 Prepares reports on effectiveness of program activities.
3 Supervises professional, technical and clerical personnel.
1,3,7 Assists in the preparation of training and operational manuals, educational materials and information programs.
8 Assists in preparation of budget request for program.
1 May edit reports and special publications.
1,8 May assist in the preparation of special and annual reports.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have considerable experience in research, planning, development and execution of designated program.

Education

Graduation from an accredited four-year college or university with major course work in a field relevant to assignment.

Knowledge, Skills and Abilities

3,5,6 Considerable knowledge of departmental programs, policies, and procedures; of relevant laws; and of pertinent techniques of research and management.
2,3,6 Skill in analyzing performance reports and devising new methods in research and management.
2,6 Ability to develop long-range plans for highly technical programs and
4 to measure achievement of established goals; to analyze and solve work
1,2 problems; to supervise; to prepare effective correspondence and
4, reports; and to make independent judgements.

Class No. 1555

ADMINISTRATOR OF TECHNICAL PROGRAMS II

GROUP 19

GENERAL DESCRIPTION

Performs responsible professional administrative and supervisory work required for the management of an agency program. Work involves development of plans for effective program management, and regular inspection and evaluation of performance of an assigned program. Works under direction with considerable latitude for use of initiative and independent judgement.

EXAMPLES OF WORK PERFORMED

1,7 Conducts program analysis studies to develop and recommend solutions to problems; implements solutions approved by higher level personnel.
1 Handles correspondence regarding technical program activities.
8 Edits reports and special publications.
1 Assists in the preparation of special and annual reports.
2 Maintains contact with personnel working in related areas in other states and the federal government.
7 Reviews reports furnished by field operations division to compare performance levels in different regions and districts.
7 Visits field offices to confer with personnel on program problems.
3,7 Participates in the development of program goals and objectives.
1 Prepares reports on effectiveness of program activities.
3 Supervises professional, technical and clerical personnel.
3,7 Develops and recommends program guidelines, policies and procedures for review and approval by administrative superiors.
1,3,7 Prepares training and operational manuals, educational materials and information programs.
8 Prepares budget request for program.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have considerable progressive experience in research, planning, development and execution of designated program.

Education

Graduation from an accredited four-year college or university with major course work in a field relevant to assignment.

1555 continued

Knowledge, Skills and Abilities

3,5,6 Thorough knowledge of departmental programs, policies, and procedures; of relevant laws; and of pertinent techniques of research and management.

2,3,6 Skill in analyzing performance reports and devising new methods in research and management.

2,6 Ability to develop long-range plans for highly technical programs and
4 to measure achievement of established goals; to analyze and solve work
1,2 problems; to supervise; to prepare effective correspondence and
4 reports; and to make independent judgements.

BEST COPY AVAILABLE

Class No. 1862

GROUP 14

INFORMATION SPECIALIST I

GENERAL DESCRIPTION

Performs creative and professional informational and educational work in a state agency. Work includes collecting factual information and using it to design and produce informational programs and materials. Work includes the preparation of such materials for release to the news media and for use by the agency, the public, and other agencies. Work requires initiative, creativity, and a broad knowledge of communications skills. Works under general supervision, exercising initiative and independent judgement.

EXAMPLES OF WORK PERFORMED

1 Responds to general information inquiries about agency activities.

1 Writes press notices, public service announcements, articles, television and radio programs, special features, and annual reports.

1,7 Prepares plans for public and agency informational programs and campaigns.

1 Writes copy for presentations to agency staff, other governmental units, and the general public.

1 Writes both informational and educational scripts for radio and television, films, filmstrips, multi-media and slide shows.

1,1 Consults with the division or service within the agency which needs communications help, and suggests plans for achieving the communications goals for the unit.

1 Works with audiovisual producers, radio producers, film and television producers, to translate scripts into finished productions for internal and external communications.

4 Takes photographs and/or shots to be used in communications materials as designed and/or scripted.

4 Works with graphic arts personnel to obtain necessary art for presentations, publications, and audiovisual productions.

1 Writes, edits, and lays out agency newsletters, newspapers, or bulletins.

6 May coordinate conferences, workshops and public hearings.

May utilize a personal computer or word processor in the development and editing of copy.

Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have experience in writing, scripting, editing, or a related area of communications.

Education

Graduation from an accredited four-year college or university with major coursework in journalism, public relations, communications or communications-related field.

Knowledge, Skills and Abilities

3,5 Working knowledge of agency functions, policies and procedures; of news
1,3 and/or communications media; of writing and editing; of typesetting.
1,2 Ability to design communication plans and materials related to the
goals and priorities of the agency.
1 Ability to write coherent, interesting copy and/or scripts; to design
broad communications plans and materials to fit specific communications
needs; to work effectively with agency personnel, professional
1,4 communicators, and the public; to exercise sound judgement in the
release of information.

Class No. 1863
GROUP 16

INFORMATION SPECIALIST II

GENERAL DESCRIPTION

Performs responsible professional informational and educational work in a state agency. Work involves collecting and preparing factual information for release to news media and for its use by the agency, the public, and other agencies. May perform such duties in a supervisory capacity. Works under direction, frequently exercising initiative and independent judgement.

EXAMPLES OF WORK PERFORMED

1 Writes, advises, or supervises the writing and release of press notices, public service announcements, articles, television and radio programs, special features, and annual reports.
3 May supervise the preparation of employee publications.
1 Writes speeches and articles for agency personnel.
1 Responds to general information inquiries about agency activities.
Advises field personnel in planning news and educational items.
1 Defines pictures to be taken and writes or supervises the writing of cutlines and articles on agency activities.
1 Supplies the media with information and photographs.
1 Designs and directs public information and public education campaigns relating to agency services.
1 Makes studies of special projects and prepares reports on those projects for circulation interdepartmentally and/or to other publics.
1 Writes fact sheets for the use of students preparing papers, themes and reports on various aspects of the agency's work.
1 May write script and assist in producing films for use by the agency.
1,7 May supervise development and production of informational programs and materials.
1 May do special research requested by agency's administrative staff or supervisory board.
6 May coordinate conferences, workshops and public hearings.
May utilize a personal computer or word processor in the development and editing of copy.
4 May plan layout, design, illustration, production, color selection, ink and paper selection for artwork masters.
1,4 May create marketing strategies, cost/benefit proposals, brochures, newsletters, letterheads, 35mm slide art, transparency art, television graphics, training packages, advertising, posters, forms manuals, and special campaigns.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have considerable experience in journalism, public relations, public information, communications, or related area, including some experience in a supervisory capacity.

Education

Graduation from an accredited four-year college or university with major coursework in journalism, public relations, communications or communications-related field.

Knowledge, Skills and Abilities

5 Considerable knowledge of agency functions, policies, and procedures;
1,3 of news media; of editing and preparing copy; of typesetting.
3 Working knowledge of publishing and broadcast industries.
1,2 Ability to plan and direct the collection and preparation of
1 information; to write coherent, interesting copy; to work effectively
with agency personnel, members of the press, and the public; to
1,4 exercise sound judgement in the release of information.

Class No. 1864

GROUP 18

INFORMATION SPECIALIST III

GENERAL DESCRIPTION

Performs highly responsible professional informational and educational work in a state agency. Coordinates with users and directs the effective research, writing, editing, and production of printed and displayed communications media (articles, newsletters, magazines, pamphlets, reports, books, posters, and billboards), and audiovisual communications media (radio, television, sound-slide presentations, and audio tapes) to convey agency and departmental information to various groups (recipients, potential recipients, providers, employees, employers, and the general public). May perform such duties in a supervisory capacity.

EXAMPLES OF WORK PERFORMED

1 Coordinates with program managers, administrators, and executive staff who request products to obtain information regarding product's audience, use, and its overall goal.

1 Clarifies specific needs of requesting individuals and coordinates plans for distribution and/or display of products.

1 Edits and approves conceptualized copy, design, script and/or storyboard to arrive at polished, professional finished products.

1 Suggests concept, design, copy, and script and is responsible for the accuracy, consistency, effectiveness, and distribution method of materials produced for and by the department.

4 Coordinates printing or duplication and audience selection of materials with internal and external printing, duplication, and distribution facilities.

1 Translates vague, technical or legal language into a style and vocabulary to fit a specific audience.

1 Conducts interviews and researches various sources to obtain information to satisfy the completeness and accuracy of the content of products.

4 Coordinates with graphic director for specific illustrative or photographic content of products and coordinates with audiovisual representative as to content of products.

2 Maintains liaison with program management, executive staff, and administrators to coordinate development, effectiveness, and use of media communications products.

2,5 Provides and/or coordinates consultative services to department staff regarding public or professional meetings, seminars, conferences, and open hearings.

3 May supervise agency audiovisual or graphics unit.

1 May coordinate agency multimedia information campaigns.

3 May supervise operation of agency print and audiovisual library.

Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have extensive experience in positions involving such activities as journalism, public relations, advertising, preparation of public information releases and reports, and other news materials, or performing related activities in a public or private enterprise. Should have considerable administrative. managerial, or supervisory experience.

Education

Graduation from an accredited four-year college or university with major coursework in journalism, public relations, English, communications or communications-related field.

Knowledge, Skills and Abilities

5 Extensive knowledge of agency functions, policies, and procedures; of
3 news and/or communications media.
3,6 Considerable knowledge of basic research techniques and applications.
3 Skill in editorial and design concepts and practices.
1,2 Ability to translate information pertaining to department programs into
1 lay terminology; to write and/or edit coherent, interesting copy; to
1,2 plan and supervise the collection, preparation, and distribution of
1 information for publication; to work cooperatively with a wide segment
1,4 of department employees; and to exercise sound judgement in the release
of information.

Class No. 1866

Group 21

RESEARCH AND INFORMATION SPECIALIST

GENERAL DESCRIPTION

Performs highly responsible administrative functions relating to the timely and accurate handling of public affairs duties for a state agency. Work involves the comprehensive preparation, coordination, and dissemination of public information concerning the functions of the agency for the citizens of Texas and other publics, and the stimulation of public participation and representation in agency programs. Serves as primary agency liaison with informational media and their representatives at the national, regional and local levels. Works closely with counterparts in local, regional, interstate and national governmental units; coordinates preparation and presentation of research information to the public. Works under direction with latitude to use independent judgement.

EXAMPLES OF WORK PERFORMED

1,2,7 Conceives, plans and executes public information programs, seminars and conferences at the state, regional and local levels designed to familiarize and inform various publics of agency objectives and functions and of availability of agency programs, services and resources.

5 Makes public addresses on behalf of agency programs.

1 Prepares, edits and distributes informational releases.

1,7 Assists in preparing and interpreting agency policy statements and actions for legislative and congressional representatives.

1 Maintains close liaison with the media and disseminates information of public interest regarding agency hearings, meetings and other related functions; coordinates media visits.

1 Consults with writers, editors and commentators in interpreting the agency's regulatory activities and programs.

1 Translates vague, technical or legal jargon into a style and vocabulary for non-technical audiences to comprehend.

1 Conducts interviews and researches various sources to obtain information to satisfy the completeness and accuracy of the content of printed products.

2,7 Maintains liaison with program management, executive staff, and administrators to coordinate development, effectiveness and use of printed products.

1,6 Provides consultative services to agency staff regarding public or professional meetings, seminars, conferences and open hearings.

2,5 May serve as consultant and panelist to college and university summer workshops on governmental services.

Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have broad and extensive experience in the planning, development, preparation and dissemination of public information. Should have experience working with the media.

Education

Graduation from an accredited four-year college or university with major courses in journalism, public relations, communications, or related field.

Knowledge, Skills and Abilities

3,5 Extensive knowledge and comprehension of agency programs, policies, objectives, technology, terminology, and related programs as pertain to agency mission and area of responsibility.

3 Thorough knowledge about the operation of all types of media, their material requirements and approach to subject matter.

1 Skill in editing, forensic arts, and public speaking.

1,3,4,5 Ability to research, prepare, and direct information effectively; to exercise sound judgement in the release of information; to maintain a high degree of objectivity, diplomacy and competence; to accurately interpret and translate agency programs and research into lay terminology; to track numerous publications at different stages of development from conceptualization through final printing; and to establish and maintain rapport with others.

Class No. 1958
GROUP 18

SPECIFICATIONS CHIEF

GENERAL DESCRIPTION

Performs responsible administrative work, planning, supervising and coordinating activities involved in establishing procedures, developing standards of performance, supervising commodity studies, and writing specifications for State purchasing. Considerable independence is exercised but major procedural and policy problems are subject to review by higher authority.

EXAMPLES OF WORK PERFORMED

1,3,7 Supervises and participates in the research and study of commodities and the evaluation of their properties.
1,3,8 Supervises the writing, editing, publishing and distributing of specification lists and manuals.
3,7 Establishes procedures and develops standards of performance for Specifications Section.
3,4,8 Supervises the maintenance of a file system for the Specifications Section.
7 Presides at joint meeting of manufacturers and State representatives, determining specifications desirable to parties concerned.
1 Assists with reports and attends staff meetings.
1,8 Assists in preparation of class and item catalog.
Performs related duties as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have extensive experience in large volume purchasing of a variety of commodities; in public contact and in specification writing.

Education

Graduation from high school supplemented by college courses in business administration.

Knowledge, Skills, and Abilities

3,5 Extensive knowledge of commodity markets and use requirements; of purchasing; of specification writing; and a thorough knowledge of departmental policy, procedures and regulations.
1,2 Ability to establish and maintain effective working relationships with State agencies and manufacturers' representatives;
6 to evaluate properties and characteristics of commodities; to conduct research and independent exploration on commodities, and to supervise the work of subordinates.

9-1-86
~~9-1-81~~

Class No. 0544

GROUP 15

RESEARCH SPECIALIST I

GENERAL DESCRIPTION

Performs professional sociological, psychological, education or scientific research. Assists higher level research personnel in the conduct of research which involves developing or refining theoretical concepts; designing controlled studies; field testing and replicating results; conducting experiments; analyzing and evaluating data; and communicating the results. Work is performed under general supervision.

EXAMPLES OF WORK PERFORMED

1 Assists and participates in the conduct of professional research.

7 Participates in planning, designing and development of major research projects; or is responsible for the planning and conducting of complete projects where the goals are of more immediate accomplishment.

1,5 Searches and reviews literature to develop new research proposals.

1,8 Collects, compiles, and prepares data for presentation in graphic, tabular or written form; analyzes data; develops procedures.

1,8 Consults with clinical and scientific research professionals, administrators, and data processing personnel to define problems, types of data processed, analyses, and reports required.

4 7 Recommends procedural changes for data storage and retrieval systems.

1,3 Conducts data gathering interviews; may recruit, train and supervise interviewers; designs and modifies questionnaires. Serves as lead-worker or supervisor over clerical and technical assistants.

1,7 Writes guidelines concerning research evaluation, methodology, strategy, and analyses in a form usable by other staff members.

5 Keeps abreast of developments in speciality field through review of literature, attendance at meetings, institutes, seminars, etc.

1,2 Confers with various groups on results of experiments or studies, and may serve as consultant to others in speciality field.

1,5 May author articles, papers, and reports for publication or in-house distribution; communicates research results to colleagues through journals, periodicals and other media; presents papers at conferences and institutes.

4 May design and write computer programs for scientific applications.

Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

One year experience in research and planning in an element of State or local government.

Education

Graduation from an accredited college or university with a bachelor's degree appropriate to the position which included courses in statistical analysis and research methodology.

Knowledge, Skills, and Abilities

3,6 Knowledge of scientific research methods, principles, and philosophy.
3,6 Knowledge of statistical concepts, methods, and their application to research analysis.
3 Knowledge of standard and appropriate research sources.
3 Ability to learn advanced research design and techniques.
2 Ability to conduct thorough and exhaustive searches and evaluations of large amounts of material.
1 Ability to communicate ideas, clearly and concisely. Ability to establish and maintain effective working relationships with associates.

Class No. 0540
GROUP 17

RESEARCH SPECIALIST II

GENERAL DESCRIPTION

Performs advanced professional sociological, psychological, educational, or scientific research. Functions as lead researcher, plans and conducts technical research on a major segment or phase of comprehensive research project for which general procedures and theory are established or where technical and professional assistance is available. Work includes developing or refining theoretical concepts through formulating hypotheses, designing research studies, conducting and coordinating these studies, analyzing and evaluating data and communicating the results. Acts as lead worker to staff research and technical personnel. Work is generally performed under the general review of a professional research superior and guidance is available on difficult assignments.

EXAMPLES OF WORK PERFORMED

1,8 Initiates and reviews correspondence pertaining to technical research problems and assists in resolving problems and recommending solutions; prepares reports on phases of research which may include maps, graphs, and other visual aids.

8 Maintains cost accounting records of all project expenditures; prepares monthly budget report for principal investigator; assists in preparation of budget estimates.

5,7 Represents agency and principal researcher at planning conferences with cooperative study groups.

8 Applies appropriate statistical procedures to data collected including multi-variate analysis, factor, and cluster analysis in addition to standard parametric and non-parametric statistical tests.

1,5 Prepares analysis in publishable scientific format, including the presentation of papers at professional and scientific meetings.

3 Acts as lead worker to research assistants and coordinates their work so that planned studies are completed on schedule.

7 Assists project directors with overall direction of project; assists in the planning of future studies, new research ideas, and grant applications.

1,4 Coordinates the handling, reduction, and analysis of field and historical data and reviews data to maintain a necessary high quality and quantity of data and program output.

4 7 Establishes and updates procedures for data reduction, analysis, quality control of field data, and programming efficiency.

1,8 Assists principal investigator in organizing, summarizing, and tabulating data including statistical analysis, tables, and graphs.

1 Conducts comprehensive library research using professional journals, dissertations, abstracts, and other literature; prepares abstracts of material.

4 May design and write computer programs for scientific applications.

Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Two years of experience in technical research or statistics appropriate to agency.

Education

Graduation from an accreditied college or university with a graduate degree appropriate to the positions. Professional sociological, psychological, educational or scientific research work experience appropriate to the position may be substituted for the required graduate work on a year for year basis.

Knowledge, Skills, and Abilities

3,6 Considerable knowledge of scientific research methods, principles, and philosophy.
3,6 Considerable knowledge of statistical concepts, methods, and their application to research analysis.
6 Considerable knowledge of measurement, testing, and evaluation.
3 Considerable knowledge of standard and appropriate research sources and texts.
2,3 Ability to plan, organize, and conduct assigned phases of complex research projects and to evaluate data.
3,6 Ability to interpret complex statistical data, charts, and tables.
2,6 Ability to develop and analyze measuring instruments with respect to reliability, relevance, and validity.
2,3,6 Ability to formulate researchable hypothesis and to structure research designs to account for variables.
1 Ability to express ideas clearly and concisely.
1 Ability to establish and maintain effective working relationships with associates.

Class No. 0548
GROUP 18

RESEARCH SPECIALIST III

GENERAL DESCRIPTION

Performs or supervises the development and application of methodologies appropriate to research and demonstration projects or research and evaluation activities involving grants, contracts, and ongoing programs. Duties include determining research needs, establishing goals and priorities, developing instrumentation, analyzing data, and preparing and delivering reports.

EXAMPLES OF WORK PERFORMED

7 Develops proposals for research undertakings; may prepare requests to Federal government and other entities for funding.

7 Works with management staff to determine program elements to be evaluated, focus and scope of the research, and methodologies to be used.

7 Plans, designs, and tests research and evaluation methodologies.

3 Performs or supervises implementation of research variables and collection of data.

3 May supervise research, demonstration, and evaluation team members.

3,7 Critiques research, grant proposals, and evaluation plans submitted by various departmental staff and other agencies.

1,8 Prepares and presents comprehensive statistical and narrative reports detailing research and evaluation findings and recommendations.

1,7 Provides consultation to research staff relating to research design, planning, instrumentation, statistical analysis, and written and oral reporting.

7 Assists in developing plans, policies, and procedures governing conduct and administration of research, demonstration, and evaluation activities.

2 Exchanges research, demonstration, and evaluation information with Federal agencies, other states, other state agencies, and local governments to avoid unnecessary duplication and to ensure mutual assistance in solving allied problems.

1 Applies or selects manual or computer analysis methodologies appropriate to data collected; determines relevance, draws conclusions, and makes recommendations regarding service delivery program redirection.

7 Develops research instruments such as questionnaires, surveys, observation, case reading, and interviews which yield maximum information and cause minimum disruption to the activity being studied.

4 Prepares data for computer entry.

1 Reviews legislation, regulations, and policies to determine impact upon research, demonstration, and evaluation activities.

3,7 Establishes priorities and monitors research programs; approves work plans, and effects changes necessary to achieve goals and objectives.

1,5 Maintains an awareness of the state of the art in research, demonstration, and evaluation methodologies.

Performs related work as assigned.

0548 continued

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have five years of full-time experience in applied research, including research design, implementation, and analysis of data, or in policy development, program planning, program analysis, case analysis, or supervising research activities provided that at least two years must have been in applied research.

Education

Graduation from an accredited four-year college or university with a degree in public administration, business administration, economics, educational administration, educational psychology, nursing, health care administration, social or behavioral sciences, or social work.
One additional year of the indicated experience may be substituted for one year of the required education with a maximum substitution of two years.

OR

Master's degree in one of the indicated disciplines from an accredited four-year college or university plus three years of full-time experience in applied research, including research design, implementation, and analysis of data.

OR

Doctoral degree in one of the indicated disciplines from an accredited four-year college or university plus one year of the indicated experience.

Knowledge, Skills, and Abilities

3,6 Knowledge of research design, demonstration, and evaluation concepts and methodologies.
2,4 Ability to analyze complex issues, draw valid conclusions, and make recommendations.
5 Knowledge of department programs and their interrelatedness.
3 Knowledge of computer applications.
1 Ability to prepare and present comprehensive statistical and narrative reports.
3,6 Knowledge of statistical techniques including sampling, tests of significance, and correlation.
2,4 Ability to establish priorities and organize effectively.
1 Ability to make effective oral presentations to management-level groups in the department and other agencies.
2,5 Ability to interpret department policies and procedures, grants, legislation, and regulations relating to research activities.
5 Knowledge of Federal and State laws affecting programs of the department.
2,6 Ability to conceptualize practical research, demonstration, and evaluation methodologies.

Class No. ~~0534~~

GROUP 19

RESEARCH ASSOCIATE

GENERAL DESCRIPTION

Performs advanced supervisory and administrative professional sociological, scientific, psychological, educational, and applied research work. Incumbent plans, conducts and supervises complex technical research on a major segment or phase of a comprehensive research project for which general procedures and theory are not established or where technical and professional assistance is not readily available. Work involves supervising and coordinating the developing and refining of theoretical concepts through formulating hypotheses, designing of complex research studies and methodology, and responsibility for communicating the results. Work is performed with considerable independence, but is subject to general review of a professional supervisor.

EXAMPLES OF WORK PERFORMED

1,3,4,7 Reviews, organizes, and supervises all data collection; establishes subject selection procedures; makes all final decisions regarding experimental procedures.

3,6 Supervises a professional and clerical staff with responsibility for the professional development of subordinate research workers.

3,8 Prepares all budgetary reports; administers all allotted monies.

5 Presents research material at scientific societies and prepares technical papers for publication.

3,7 Directs a program of evaluative research and clinical program information and analysis for an agency with responsibility for planning, coordinating, conducting, and administering all related research functions.

3,7,8 Formulates and administers the research department goals, budget, and operations.

7 Serves on departmental committees.

1,3 Formulates research design and supervises the appropriate methods of analysis and presentation of results.

1,6 Acts as research consultant in the area of research techniques to professional, and administrative staff.

1 Consults with researchers on experimental design; assists in obtaining data and discusses interpretations with them.

Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Four years of professional experience in technical research or statistics appropriate to the positions. At least two years of qualifying experience must have been at a team leader or supervisory level.

0552

0534 continued

Education

Graduation from an accredited college or university with a Graduate Degree in an appropriate field.

Knowledge, Skills, and Abilities

3,6 Thorough knowledge of scientific research methods, principles, techniques, and philosopy.
3,6 Thorough knowledge of statistical concepts, methods, and their application to research analysis.
3.6 Thorough knowledge of measurement, testing, and evaluation.
3 Thorough knowledge of standard and appropriate research sources and texts.
5 Considerable knowledge of the principles, practices, and methods of administration and management.
2,6 Ability to plan, organize, and supervise complex educational research projects and to evaluate research data.
3,6 Ability to interpret complex statistical data charts and tables and to function as resource specialist to administrators and other professional staff.
2,6 Ability to supervise the development of measuring instruments with respect to reliability, relevance, and validity.
1 Ability to interpret and publish research findings.
1 Ability to express ideas clearly and concisely, both orally and in writing.
1 Ability to establish and maintain effective working relationships with associates and subordinates.

9/1/79

APPENDIX II

JOB DESCRIPTIONS USED FOR LIBRARIANS

Class	Group	Title
7400	14	Law Librarian
7401	11	Librarian I
7402	13	Librarian II
7403	15	Librarian III
7404	16	Library Consultant/Administrator

Class No. 7400
14

LAW LIBRARIAN

GENERAL DESCRIPTION

Performs responsible supervisory and professional library functions in a law library or in collections serving the legal staff of a state agency. Duties are performed with broad latitude for the exercise of individual initiative and judgement.

EXAMPLES OF WORK PERFORMED

Performs and supervises professional and technical work in the selection, acquisition, classification, cataloging, and indexing of legal materials and programming of library services.
Conducts comprehensive library reference/research using primary and secondary legal sources.
Acts as a subject specialist in regard to selection of appropriate materials by reviewing books and periodicals in the legal field and preparing lists and bibliographies to bring them to the attention of patrons.
Cooperates with other state agencies in question referral and exchange of information.
Within the area of assignment, hires, trains and supervises personnel, prepares correspondence and supervises maintenance of records.
Participates in policy and procedure formation, and assists in planning space allotment and expansion.
Participates in regional and national programs to establish networks with other organizations and to keep abreast of developments in specialty field.
Serves as information consultant in accessing automated data bases.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have one year of supervisory professional experience, preferably in a law library.

Education

Graduation from an accredited law school with a J.D. or LL.B. degree plus a graduate degree in library science. Two additional years of professional experience, one of which should be in a law library, may be substituted for the law degree.

Knowledge, Skills and Abilities

Considerable knowledge of law libraries, their objectives, and the requirements for competent levels of service.
Thorough knowledge of both Texas and American primary and secondary legal sources.
Knowledge of the resources of other state agency libraries and of their needs for legal materials.

Knowledge, Skills and Abilities (concluded)

Working knowledge of the law book publishing industry and its practices.
Working knowledge of library administration principles and methods.
Ability to train and supervise subordinate employees; to cooperate with all members of library staff; to think clearly and to express thoughts in writing; to communicate effectively with other staff and library patrons; and to effectively search on-line data bases.

Class No. 7401

LIBRARIAN I

GENERAL DESCRIPTION

Performs professional library work in a state agency. Work assignments are in specialized areas such as library systems, reference services, interlibrary loan, services to the blind and physically handicapped, materials acquisition, government publications or genealogy. Work is performed under supervision of higher level professional librarian.

EXAMPLES OF WORK PERFORMED

Assists library users in locating materials appropriate to their research or interest needs.
Supplies professional reference and research services to library users in person, by phone or mail.
Maintains bibliographic control of library materials ordered and received by the library.
Participates in selection of materials for library collections.
May gather library statistics and prepare statistical reports.
May supervise non-professional staff.
May provide bibliographic instruction to library users.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

None - a beginning position.

Education

Master's degree in Library Science from a library school accredited by the American Library Association.

Knowledge, Skills and Abilities

Knowledge of professional library techniques, current library procedures and automated library systems.
Knowledge of library tools available to carry out assignments.
Knowledge of current books and publications available.
Ability to compose correspondence and reports.
Ability to establish and maintain effective working relationships with the general public, other librarians and state agencies.

Class No. 7402

13

LIBRARIAN II

GENERAL DESCRIPTION

Performs advanced professional library work in a state agency. May supervise specific activities within a specialized area of a library. Work is performed under general supervision of higher level professional librarian with latitude for individual initiative.

EXAMPLES OF WORK PERFORMED

Performs technical and professional work in selecting, accessioning, classifying and cataloging books and materials.
Maintains specialized library collections.
Assists library patrons in research.
Performs library reference work.
Provides technical assistance in a specialized area of library work.
Composes correspondence and prepares bibliographies.
Conducts research including on-line data base searches.
May conduct workshops on library services.
May supervise clerical and/or para-professional staff.
May assist in budget preparation in area of assignment.
May gather and analyze library statistics and prepare reports and recommendations.
May assist in evaluating and planning library program activities.
May provide bibliographic instruction to library users.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have professional library experience in area of specialization.

Education

Master's degree in library science from a library school accredited by the American Library Association.

Knowledge, Skills and Abilities

Considerable knowledge of professional library techniques, current library practices and automated library systems.
Knowledge of library tools available to carry out assignments.
Knowledge of current books and publications available.
Ability to compile correspondence and reports.
Ability to establish and maintain effective working relationships with the general public, other librarians and state agencies.
Ability to supervise the work of subordinates.

9-1-85

Class No. 7403
Salary Group 15

LIBRARIAN III

GENERAL DESCRIPTION

Performs professional consultant or supervisory library work. Serves as an advisor or consultant to public libraries throughout the state in all phases of library administration, or as a supervisor in a specialized area of library work. Assumes certain administrative responsibilities within a division as assigned by the division head.

EXAMPLES OF WORK PERFORMED

Performs technical duties in such areas as cataloging, government documents, book selection, and acquisitions. Supervises other professional and clerical staff members.
Assumes responsibilities for a library division in the absence of the division head.
Trains new personnel within the area of assignment.
Provides professional assistance and acts as an advisor to local libraries in such areas as budgets, personnel, cataloging, book selection and reference work.
Plans and assists in conducting workshops and institutes statewide.
Reviews current booklists and maintains lists of new books.
Assists in the development of policies and procedures.
Consults with public librarians, public officials, and civic groups concerning library development.
Develops needed library tools and aids.
Prepares correspondence.
Prepares bibliographies for publication.
May organize and supervise bookmobile operations in multi-county area.
May catalog all technical material.
Supervises the maintaining of records.
May co-ordinate activities between State Library and local areas in relation to library construction projects.
Performs related duties as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

At least 3 years of library experience preferably in public library work in a specialized area where applicable. Some of which shall have been on a supervisory level.

Education

Master's Degree in Library Science from an ALA accredited Library School.

Knowledge, Skills, and Abilities

Thorough knowledge of current library procedures and their application to public libraries.

Considerable knowledge of public libraries and their requirements.

Ability to organize and supervise other professional librarians and clerical staff.

Ability to speak before various groups to arouse interest in the program for library development.

Ability to compile necessary correspondence and reports needed to facilitate the proper expediency of State Library objective.

Knowledge of library tools available to effectively carry out assignments.

Thorough knowledge of books covering a wide range of subjects.

Ability to evaluate library programs and to make recommendations.

Ability to establish and maintain effective working relationships with public officials, civic groups, other librarians, and the general public.

Class No. 7404

Salary Group 16

LIBRARY CONSULTANT/ADMINISTRATOR

GENERAL DESCRIPTION

Performs professional consultant or highly responsible administrative work in the Texas State Library. Serves either as a professional consultant to libraries throughout the State in a specialized library area or as a supervisor in a statewide library program. Responsible for planning, developing, evaluating and improving programs. Work is performed with broad latitude for exercise of individual initiative and judgement.

EXAMPLES OF WORK PERFORMED

Coordinates the development of statewide programs.
Writes and/or edits publications, news articles, manuals and reports.
Consults with libraries on a statewide basis to improve library services and management.
Conducts on-site visits to libraries to provide technical assistance in area of specialization.
May plan and conduct library workshops throughout the State.
May serve as a project manager for special programs.
May supervise professional and non-professional staff.
Analyzes complex statistical data and prepares reports and recommendations.
May serve as the agency liaison to other organizations.
Conducts special studies, needs analysis and long-range planning.
Recommends and implements new policies and procedures.
Performs related work as assigned.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Should have extensive professional library experience in area of specialization, including supervisory experience.

Education

Master's degree in library science from a library school accredited by the American Library Association.

Knowledge, Skills and Abilities

Thorough knowledge of current library procedures and their application to academic, special or public libraries and to the continuing education of library and other agency personnel.
Considerable knowledge of public, academic or special libraries and their operating requirements.
Knowledge of library tools available to carry out assignments effectively.

Knowledge, Skills and Abilities (concluded)

Ability to provide information to various groups to stimulate interest in library programs.
Ability to compose correspondence and reports.
Ability to establish and maintain effective working relationships with agency personnel, civic groups, other librarians and the general public.
Ability to speak before groups.
Ability to plan, implement and evaluate programs.
Ability to write and edit publications.

APPENDIX 111

PROPOSED JOB DESCRIPTIONS

Special Librarian I - Level 17

Special Librarian II - Level 18

SPECIAL LIBRARIAN I
Group 17

GENERAL DESCRIPTION

Performs professional library work in a state agency with responsibility for meeting the specialized informational needs of the agency. Work involves collecting and utilizing information and materials as well as planning, developing, evaluating and improving library programs. Work is performed with broad latitude for exercise of individual initiative and judgement.

EXAMPLES OF WORK PERFORMED

Provides information and materials in response to requests.
Assists users in locating materials.
Provides reference services--finds answers/locates resources.
Selects or assists in selecting new acquisitions.
Assists with development of policies/procedures.
Assists with bibliographic instruction for users.
Conducts data gathering (reference) interviews.
Assists with maintenance of library materials - shelving, updating.
Circulates materials to library users.
Assists in gathering library statistics and preparing statistical reports.
Reviews current booklists/maintains lists of new books.
Performs technical and professional work in selecting, accessioning.
Maintains bibliographic control of new acquisitions.
Performs subject and descriptive cataloging and classification using international standards.
Maintains authority control for cataloged materials.
Cooperates with other state agencies in question and referral.
Determines with management - goals, objectives, and procedures.
Administers selective dissemination of information services.
Acts as subject specialist in materials selection/research.
Prepares bibliographies on appropriate subjects.
Searches automated databases in areas related to agency's assignments.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Two years of library work, with preference given to experience in broad range of duties.

Education

Master's Degree in Library Science or Information Science from an ALA accredited Library School.

Knowledge, Skills, and Abilities

Ability to establish effective working relationships and communicate effectively.
Ability to make independent judgments.
Evidence of personal initiative in identifying research needs.
Knowledge of standard and appropriate research sources.
Basic knowledge of specialized area of book publishing industry.
Ability to train, supervise, and motivate clerical employees.
Ability to establish priorities and organize effectively.
Ability to compile correspondence and reports.
Familiarity with the resources of other state agencies and local libraries.
Thorough knowledge of library and reference tools, techniques and services.
Ability to effectively search online databases.
Ability to provide information to various groups to stimulate interest.

SPECIAL LIBRARIAN II
Group 18

GENERAL DESCRIPTION

Performs highly professional library work in a state agency with responsibility for meeting the specialized information needs of the agency. Coordinates library program to integrate with the agency's planned goals and objectives. Work involves coordination of collection and utilization of information and materials as well as planning, developing, evaluating and improving library programs. Work is performed with broad latitude for exercise of individual initiative and judgement. May perform such duties in a supervisory capacity.

EXAMPLES OF WORK PERFORMED

Administers public services.
Administers technical services.
Coordinates, approves continuing education/professional development for subordinates.
Evaluates library program activities.
Initiates and is responsible for development of library programs, policies, and procedures.
Coordinates circulation policies and procedures for library.
Acts as subject specialist in material selection/research.
Develops library tools, aids: research guides, bibliographies, finding tools.
Coordinates maintenance of library materials - shelving, updating.
Plans/coordinates automated library systems.
Gathers library statistics and prepares statistical reports.
Develops work standards, procedures.
Interprets rules/policies for subordinates/public.
Supervises records -- personnel, budget, or library.
Coordinates purchases of equipment used in library, including computers.
Coordinates acquisition of new library materials.
Monitors current expenditures.
Supervises cataloging of materials.
Researches reference questions for professional staff of agency.

GENERAL QUALIFICATION REQUIREMENTS

Experience and Training

Three years of library work, with preference given to experience in broad range of duties. Should have administrative, managerial, or supervisory experience

Education

Master's Degree in Library Science or Information Science from an ALA accredited Library School.

Knowledge, Skills, and Abilities

Extensive knowledge of agency programs, functions, principles, procedures.
Knowledge of federal and state laws affecting programs of the agency.
Considerable knowledge of public, academic, or special libraries.
Thorough knowledge of the use and application of modern automation and telecommunications equipment.
Ability to train, supervise, and motivate professional employees.
Ability to coordinate library/division objectives with those of other divisions.
Ability to plan and direct work of library or agency/division.
Ability to develop long-range plans for technical programs.
Ability to prepare and present comprehensive statistical and narrative reports.
Ability to plan and direct the collection and preparation of information.
Ability to write and edit publications.
Thorough knowledge of primary and secondary sources in a specialized subject.
Ability to speak before groups, including leading conferences and workshops.
Ability to represent agency or division in appropriate forums.
Ability to plan, implement, and evaluate new procedures and programs.
Skill in analyzing performance reports and devising new methods in research.
Sound judgment in acquiring and managing library resources.
Ability to interpret complex statistical data, charts, and tables.
Ability to identify library problems and to offer creative solutions.

SURVEY OF STATE AGENCY LIBRARIANS

The SALT (State Agency Libraries of Texas) Librarian Classification Task Force has been studying classification of librarians within the state classification system and the role of information professionals within state agency libraries. In order to better understand the range of skills required, duties, and responsibilities of State Agency Librarians, the SALT Executive Board requests that you schedule approximately 30 minutes to answer this survey prepared by the Classification Task Force. Your answers will provide the Task Force with the data they need to continue their study.

Please return this survey to: Kay Schlueter, State Law Library, Box 12367, Austin, TX 78711 (Interagency Address: B-107, Courts Bldg.) Please return by January 15, 1988.

PART I. GENERAL INFORMATION

1. AGENCY____
   Agency Location: Austin:_______ Other:________________

2. YOUR IN-HOUSE TITLE ____________________________________

3. Please indicate your State Position Classification Title:

   ____ Administrative Technician III (Group 13)
   ____ Administrative Technician IV (Group 15)
   ____ Administrator of Technical Programs I (Group 17)
   ____ Administrator of Technical Programs II (Group 19)
   ____ Division Director (Group 21)
   ____ Information Specialist II (Group 16)
   ____ Law Librarian (Group 14)
   ____ Librarian 1 (Group 11)
   ____ Librarian II (Group 13)
   ____ Librarian III (Group 15)
   ____ Library Consultant/Administrator (Group 16)
   ____ Research Specialist I (Group 15)
   ____ Exempt position; Title: ________________ Salary: ________
   ____ Other: _______________________________ Group: ________

4. Has your job been reviewed for proper classification within the last three years? _______________
   If so, was the review done in-house, by the state auditor's office, or both? ____________________
   What was the result?___________________________________

5. Is your agency limited in the Appropriations Act to specific classifications or does your agency have unlimited access to all 1,288 classified titles found in Article V? ________________________

(over)

6. Identify the academic degrees that you have earned.
_____High School Diploma
_____Bachelor of Science Major: ______________
_____Bachelor of Arts Major: ______________
_____Masters Degree Major: ______________
_____Second Masters Degree Major: ______________
_____Doctorate Major: ______________
_____Other professional degree Major: ______________
_____Other Continuing Education: ____________________

7. What degrees are required for your job by your agency?
____

8. How many MONTHS have you held your current position? _____
How many MONTHS have you been employed at your agency? ______

9. How many MONTHS of library experience do you have? ______
How many MONTHS of professional library experience do you have? _______

10. How many YEARS of previous library experience are required for your job? ______
How many YEARS of other job experience are required for your job? ______

What kind of experience? _______________________________________

Do the requirements set by your agency for your job allow for substituting experience for education and vice versa? ______ If so, what substitution is allowed?
____

11. How many people are employed in your library or information center? ________

How many people are employed in your agency? (Approximately) __________

12. Identify the structure which best describes your situation:
____ Library is separate division within an agency
____ Library is part of one division within an agency
____ Texas State Library
____ State Law Library
____ Legislative Reference Library
____ Other: _____________________________________

13. Are you a full time employee? ________
How often does your job require you to work more than your expected number of hours per week? ______ How much? _______

14. Is your position classified as "exempt" or "non-exempt" under the Fair Labor Standards Act regulations? __________ Are you allowed to accrue state compensatory time for overtime work? _________

15. If you are less than a full-time employee, how many hours per week are you expected to work? ________

How often does your job require you to work more than your expected number of hours per week? _________ How much? ___________

16. How many people do you supervise (i.e. responsible for performance evaluation and other administrative personnel duties)?

Number of professionals supervised? __________

Number of clericals/paraprofessionals supervised? ________

17. If you have supervisory duties, please indicate the duties you perform:

_____ Plan and schedule work of others
_____ Assign work to others
_____ Check work of others
_____ Approve work of others
_____ Train employees
_____ Interview prospective employees
_____ Evaluate performance
_____ Counsel employees
_____ Develop unit policy/procedure

Recommend	Approve	
_____	_____	Hire of new employees
_____	_____	Terminate employees
_____	_____	Promote employees
_____	_____	Demote employees
_____	_____	Discipline employees
_____	_____	Leave requests
_____	_____	Merit salary increases

18. What is the state classification title and salary group of your immediate supervisor (or exempt title and salary rate if exempt from classification) ? _______________________

SURVEY CONTINUES ON BACK OF THIS SHEET

(over)

PART II: SPECIFIC DUTIES:

Please indicate duties you perform in your current job using the following key:

A - Always (You have total responsibility for this duty or it is a task you perform on a daily basis)
O - Often (You share responsibility for this duty or it is a task you may perform on a weekly or monthly basis)
S - Sometimes (You may be delegated responsibility for this duty on occasion or it is a task you may perform on a random basis)
N - Never (You have no responsibility for this duty)

ADMINISTRATIVE DUTIES:

____ Assists in budget preparation in area of assignment

____ Prepare library budget for agency or division and maintains accountability for library/division expenditures

____ Monitors current analysis of expenditures

____ Presents agency budget or programs to the legislature.

____ Advises management on long-range budgetary plans necessary to implement new programs

____ Develops work standards and procedures for library personnel

____ Recommends procedural changes for data storage and retrieval systems

____ Responsible for the professional development of subordinates, including coordinating and approving opportunities for continuing education

____ Interprets rules, regulations, policies and procedures for subordinates and the general public

____ Administrative responsibility for division

____ Administrative responsibility for agency

____ Administrative responsibility for division in the absence of the division head or director

____ Administrative responsibility for agency in the absence of the division head or director

____ Works with management to determine program goals, objectives, and procedures

____ Assists in the development of policies and procedures within area of assignment

____ Initiates and has responsibility for development of policies and procedures within area of assignment

____ Administers technical services - selection, acquisitions, processing, maintenance of library materials

____ Administers public services - reference services, on-line computer searching, circulation of resources

____ Supervises the maintaining of personnel, budget, or library records

____ Prepares correspondence

____ Coordinates the development of statewide programs

____ Serves as a project manager for special programs

____ Implements and coordinates microcomputer applications in library procedures and administration

____ Assists with organizing microcomputer applications in the library or information center

____ Plans and coordinates implementation of automated library systems

____ Plans public relations materials for programs

____ Coordinates state, federal, or other government depository program

____ Coordinates space planning for library or division.

____ Organizes and supervises bookmobile operations in multi-county area

Other: Please list any other duties of an administrative nature which are important to your job and which were not listed above (Please attach separate sheet if necessary)

PROFESSIONAL DEVELOPMENT/CONSULTATION

____ Evaluates library program activities

____ Consults with other libraries upon request to advise on library practices and procedures in a particular area of library work

____ Conducts workshops on library services

____ Provides professional assistance and acts as an advisor to local libraries in such areas as budgets, personnel, cataloging, book selection, and reference work

____ Acts as library research consultant in the area of library research techniques to professional and administrative staff

(over)

____ Serves as consultant in specialty field

____ Serves as resource person, speaker, and evaluator to interested groups

____ Plans and assists in conducting workshops, institutes, conferences, in-service training programs

____ Organizes and conducts workshops, institutes, conferences, in-service training programs

____ Participates in regional and national projects and studies

____ Represents agency at conferences

____ Exchanges information with federal, state, local government officials

____ Consults with libraries on a statewide basis to improve library services and management

____ Consults with public librarians, public officials, and civic groups concerning library development

____ Conducts on-site visits to libraries to provide technical assistance in area of specialization

____ Serves as the agency liaison to other organizations

____ Participates in the staff development of the agency

____ Plans the staff development of the division or agency

____ Serves as liaison between library users and other information resources, e.g. university libraries, and other special library collections

____ Maintains contact with personnel working in related areas in other states and the Federal Government (to avoid duplication)

____ Prepares reports on effectiveness of assigned activities and makes recommendations for improvements

____ Consults with research professionals, administrators, and data processing personnel to define problems, types of data processed, analyses, and reports required

____ Keeps abreast of development in specialty field through review of literature, attendance at professional meetings, conferences, institutes, seminars

____ Maintains awareness of the state of the art in research, methodologies, etc.

____ Presents research material at professional meetings and prepares technical/research reports for publication

Other: Please list any other duties in the area of professional development/consultation which are important to the job you do but which were not listed above: (Please attach extra sheet if necessary)

REFERENCE/PUBLIC SERVICES

____ Supplies professional reference services to library users in person, by phone or mail, including finding answers to specific questions, locating resources, etc.

____ Assists library users in locating materials appropriate to their research or interest needs

____ Assists with bibliographic instruction for library users

____ Prepares bibliographies showing resources of the library in specified fields

____ Researches reference questions for professional staff of agency, including locating materials and preparing aids

____ Reviews current booklists and maintains lists of new books

____ Cooperates with other state agencies in question referral and exchange of information

____ Administers selective dissemination of information services

____ Provides information and materials in response to requests

____ Serves as information consultant using advanced reference knowledge to access primary and secondary sources in specialty field including use of specialized subject automated databases such as ERIC, Lexis, Westlaw, etc.

____ Responsible for organizing, storing, and retrieving materials in an archive collection (special collection within library) or an archive department

____ Responsible for providing reference assistance in locating and using materials in an archive collection (special collection within library) or an archive department

____ Conducts data gathering (reference) interviews

____ Coordinates interlibrary loan program

____ Assists with interlibrary loan program

____ Coordinates circulation policies and procedures for library

____ Responsible for circulating materials to library patrons

(over)

____ Coordinates maintenance of library materials including shelving, updating materials, etc.

____ Assists with maintenance of library materials including shelving, updating materials, etc.

Other: Please list other duties in the area of Reference/Public Services which are important to your job but which were not listed above: (Please attach extra sheet if necessary)

RESEARCH/WRITING SERVICES

____ Assists in gathering library statistics and preparing statistical reports

____ Gathers library statistics and prepares statistical reports

____ Develops needed library tools and aids, including bibliographies, finding tools, research guides, etc.

____ Writes articles or columns for professional publications

____ Conducts comprehensive library research using professional journals, dissertations, abstracts, and other literature; prepares abstracts of materials

____ Develops proposals for research studies

____ Researches legal, technical, and policy issues and assists in implementation of program planning

____ Prepares grant requests to Federal government and other entities for funding of special projects and programs

____ Prepares bibliographies and other reference materials for publication

____ Writes publications, news articles, manuals, reports, press releases, speeches

____ Edits publications, news articles, manuals, reports, press releases, speeches

____ Performs special research requested by agency administrative staff or supervisory board

____ Analyzes complex statistical data and prepares reports and recommendations

____ Conducts special studies, needs analysis, and long-range planning

____ Acts as a subject specialist in regard to selection of appropriate materials and by performing or supervising varied research duties--abstracting, compiling bibliographies, literature searches, critiques

____ Prepares or assists in preparation and editing of manuals, publications, policy guidelines, annual reports, and other publications

____ Prepares or assists in preparation of training and operational manuals

____ Prepares or assists in preparation of educational materials and information programs

____ Writes guidelines concerning research evaluation, methodology strategy, and analyses for other staff members

Other: Please list any other duties in the area of research/writing which are important to your job but which were not listed above:

TECHNICAL SERVICES

____ Coordinates acquisitions of new library materials

____ Supervises cataloging of materials

____ Selects or assists in selecting materials to be added to library collection

____ Acts as liaison with book dealers and jobbers in acquiring library materials

____ Maintains bibliographic control of library materials ordered and received by the library

____ Supervises binding of library materials

____ Supervises microfilming of library materials

____ Maintains authority control for cataloged materials

____ Performs subject and descriptive cataloging and classification of library materials using international standards

____ Inputs cataloging records on national bibliographic utility (OCLC, RLIN)

____ Performs technical and professional work in selecting, accessioning, classifying and cataloging books and materials

____ Coordinates purchases of equipment used in library, including computers

(over)

____ Coordinates book preservation program, including keeping abreast of new techniques for preservation

Other: Please list other duties in the area of technical services which are important to your job and which were not listed above. (Please attach extra sheet if necessary)

PART III: KNOWLEDGE, SKILLS, AND ABILITIES

Please indicate the particular knowledge, skills, and abilities necessary to successfully perform your current job:
(Check all appropriate choices)

____ Ability to establish and maintain effective working relationships and communication with the general public, other librarians, public officials and state employees

____ Ability to communicate effectively

____ Ability to compile correspondence and reports

____ Ability to write and edit publications

____ Ability to prepare and present comprehensive statistical and narrative reports

____ Ability to speak before groups, including leading conferences and workshops

____ Ability to represent agency or division in appropriate forums

____ Ability to establish priorities and organize effectively in order to meet deadlines

____ Ability to identify library problems, to offer creative solutions, and to pursue them to a conclusion

____ Ability to plan and direct the collection and preparation of information

____ Ability to make independent judgments

____ Sound judgment in acquiring and managing library resources, applying them in a cost effective manner for maximum output

____ Flexibility in problem solving and in coping with the stress of a constantly changing work environment

____ Ability to plan and direct work of library or agency division

____ Ability to coordinate library/division objectives with those of other divisions of the agency

____ Ability to plan, implement and evaluate new procedures and programs

____ Ability to develop long-range plans for highly technical programs and to measure achievement of established goals

____ Skill in analyzing performance reports and devising new methods in research and management

____ Familiarity with the resources of other state agency and local government libraries

____ Extensive knowledge of agency programs, functions, principles, and procedures and ability to understand and interpret agency policies and procedures

____ Evidence of personal initiative in identifying research needs of the community and taking responsibility for designing and implementing new services to meet those needs

____ Knowledge of Federal and State laws affecting programs of the agency

____ Thorough knowledge of the use and application to agency needs of modern office equipment, including computers or word processing equipment

____ Ability to effectively search on-line databases

____ Extensive knowledge of office management and personnel administration

____ Ability to train, supervise, and motivate clerical employees and to cooperate with all members of staff

____ Ability to train, supervise, and motivate professional employees and to cooperate with all members of staff

____ Basic knowledge of specialized area of book publishing industry and its practices

____ Considerable knowledge of professional library techniques and current library practices, including library administration principles and methods

____ Considerable knowledge of public, academic, or special libraries, their objectives, and the requirements for competent levels of service

____ Ability to provide information to various groups to stimulate interest in library programs

____ Thorough knowledge of library and reference tools, techniques and services

____ Thorough knowledge of primary and secondary sources in a specialized subject area

(over)

____ Knowledge of statistical concepts, methods, and their application to research analysis

____ Knowledge of measurement, testing, and evaluation

____ Knowledge of standard and appropriate research sources and ability to conduct thorough and exhaustive searches and evaluations of large amounts of material

____ Ability to plan, organize, and conduct assigned phases of complex research projects and to evaluate data

____ Ability to interpret complex statistical data, charts, and tables

____ Ability to interpret and publish research findings

Other: Please list any other Knowledge, Skills, or Abilities which are necessary for your job (attach extra sheet if necessary):

PART IV: PLEASE ATTACH CURRENT IN-HOUSE JOB DESCRIPTION IF IT ACCURATELY DESCRIBES YOUR CURRENT POSITION

THANK YOU FOR YOUR PARTICIPATION

Duties and Responsibilities of Librarians in State Government
1988 Survey - All Respondents

Duties	Mean	Always	Often	Sometimes	Never
Provides information and materials in response to request	1.535	62.8	23.3	11.6	2.3
Assists users in locating materials	1.581	62.8	23.3	7.0	7.0
Provides reference services - finds answers/locates resources	1.651	58.1	25.6	9.3	7.0
Administers public services	1.848	56.5	19.6	6.5	17.4
Prepares correspondence	1.851	48.9	25.5	17.0	8.5
Initiates and is responsible for development of policies/procedures	1.935	50.0	17.4	21.7	10.9
Administers technical services	1.957	54.3	19.6	2.2	23.9
Selects or assists in selecting new acquisitions	1.977	46.5	25.6	11.6	16.3
Cooperates with other state agencies in questions referral...	2.000	41.9	25.6	23.3	9.3
Researches references questions for professional staff of agency...	2.024	42.9	23.8	21.4	11.9
Assists with development of policies/procedures	2.042	43.8	25.0	14.6	16.7
Assists with bibliographic instruction for users	2.045	45.5	15.9	27.3	11.4
Performs technical and professional work in selecting, accessioning	2.163	46.5	16.3	11.6	25.6
Interprets rules/policies for subordinates/public	2.167	31.3	35.4	18.8	14.6

All respondents - page 2

Duties	Mean	Always	Often	Sometimes	Never
Reviews literature, attends professional meetings, conferences, institutes	2.170	23.4	42.6	27.7	6.4
Conducts data gathering (reference) interviews	2.182	40.9	20.5	18.2	20.5
Coordinates maintenance of library materials-shelving, updating...	2.233	41.9	23.3	4.7	30.2
Gathers library statistics and prepares statistical reports	2.295	36.4	18.2	25.0	20.5
Circulates materials to library users	2.318	38.6	15.9	20.5	25.0
Determines with management, goals, objectives, procedures	2.319	29.8	23.4	31.9	14.9
Reviews current booklists/maintains lists of new books	2.349	27.9	32.6	16.3	23.3
Coordinates acquisitions of new library materials	2.395	41.9	11.6	11.6	34.9
Develops library tools, aids: research guides, bibliographies, finding tool	2.400	26.7	28.9	22.2	22.2
Develops work standards/procedures	2.404	34.0	14.9	27.7	23.4
Coordinates circulation policies and procedures for library	2.409	40.9	9.1	18.2	31.8
Assists in gathering library statistics and preparing statistical reports	2.432	34.1	13.6	27.3	25.0
Evaluates library program activities	2.468	31.9	14.9	27.7	25.5
Maintains awareness of the state of the art in research, method.	2.478	17.4	23.9	52.2	6.5
Supervises cataloging of materials	2.535	39.5	11.6	4.7	44.2

All respondents - page 3

Duties	Mean	Always	Often	Sometimes	Never
Serves as information consultant using advanced reference knowledge...	2.548	38.1	9.5	11.9	40.5
Assists with maintenance of library materials - shelving, updating..	2.548	28.6	14.3	31.0	26.2
Acts as subject specialist in material selection/research	2.556	24.4	24.4	22.2	28.9
Administers selective dissemination of information services	2.558	27.9	18.6	23.3	30.2
Maintains bibliographic control of new acquisitions	2.571	38.1	11.9	4.8	45.2
Performs subject and descriptive cataloging and classification ...	2.581	37.2	11.6	7.0	44.2
Prepares bibliographies of library resources	2.651	18.6	18.6	41.9	20.9
Supervises records - personnel, budget, or library	2.652	32.6	13.0	10.9	43.5
Serves as liaison between library users and other information resources	2.674	13.0	30.4	32.6	23.9
Coordinates space planning for library/division	2.696	17.4	23.9	30.4	28.3
Acts as liaison with book dealers and jobbers	2.744	27.9	14.0	14.0	44.2
Exchanges information with federal, state, local government officials	2.787	10.6	17.0	55.3	17.0
Maintains authority control for cataloged materials	2.791	34.9	4.7	7.0	53.5
Plans/coordinates automated library systems	2.804	23.9	8.7	30.4	37.0
Coordinates purchases of equipment used in library, including computers	2.814	20.9	18.6	18.6	41.9
Assists with organizing microcomputer applications	2.818	20.5	11.4	34.1	34.1

All respondents - page 4

Duties	Mean	Always	Often	Sometimes	Never
Monitors current expenditures	2.830	25.5	12.8	14.9	46.8
Coordinates interlibrary loan program	2.837	25.6	14.0	11.6	48.8
Provides reference assistance for an archive collection	2.857	21.4	16.7	16.7	45.2
Performs special research requested by agency administrative staff/board	2.867	8.9	17.8	51.1	22.2
Prepares or assists in preparation and editing of manuals, publications...	2.870	13.0	17.4	39.1	30.4
Coordinates, approves continuing education/professional development of suboridnates	2.872	25.5	10.6	14.9	48.9
Serves as resource person, speaker, and evaluator to interested groups	2.872	12.8	14.9	44.7	27.7
Represents agency at conferences	2.872	10.6	14.9	51.5	23.4
Prepares reports on effectiveness of assigned activities/recommends improve	2.911	13.3	15.6	37.8	33.3
Consults in speciality field	2.913	17.4	15.2	26.1	41.3
Assists with interlibrary loan program	2.927	19.5	9.8	29.3	41.5
Plans public relations materials for programs	2.935	13.0	15.2	37.0	34.8
Consults with professional/administrative staff in library research technique	2.935	13.0	19.6	28.3	39.1
Assists in budget preparation	3.000	19.1	8.5	25.5	46.8
Organizes, stores, and retrieves materials in an archive collection	3.000	19.0	14.3	14.3	52.4
Serves as agency liaison to other organizations	3.021	10.6	14.9	36.2	38.3

All respondents - page 5

Duties	Mean	Always	Often	Sometimes	Never
Recommends changes for data storage/retrieval systems	3.022	13.0	6.5	45.7	34.8
Implements/coordinates microcomputer applications in library procedures	3.043	21.7	6.5	17.4	54.3
Conducts comprehensive library research-uses journals, dissertations	3.044	15.6	11.1	26.7	46.7
Serves as project manager for special programs	3.065	13.0	8.7	37.0	41.3
Prepares or assists in preparation of training and operational manual	3.087	10.9	15.2	28.3	45.7
Advises management on long-range budgetary plans	3.106	10.6	8.5	40.4	40.4
Advises other libraries on practices and procedures of library work	3.106	8.5	8.5	46.8	36.2
Prepares budget/accountable for expenditures	3.130	19.6	8.7	10.9	60.9
Participates in staff development of the agency	3.130	2.2	17.4	45.7	34.8
Supervises binding of library materials	3.163	18.6	9.3	9.3	62.8
Consults with research pros, admin., to define problems, types of data pro.	3.174	6.5	10.9	41.3	41.3
Prepares or assists in preparation of educational materials...	3.205	4.5	11.4	43.2	40.9
Writes publications, news articles, manuals, reports, press releases	3.244	6.7	8.9	37.8	46.7
Conducts special studies, needs analysis, and long-range planning	3.267	6.7	8.9	35.6	48.9
Coordinates development of statewide programs	3.277	10.6	8.5	23.4	57.4

All respondents - page 6

Duties	Mean	Always	Often	Sometimes	Never
Participates in regional and national projects and studies	3.277	6.4	4.3	44.7	44.7
Plans and assists in conducting workshops, institutes, conferences	3.298	4.3	10.6	36.2	48.9
Prepares bibliographies and other reference materials	3.304	2.2	8.7	45.7	43.5
Edits publications, news articles, manuals, reports, press releases	3.311	4.4	13.3	28.9	53.3
Coordinates book preservation program; keeps abreast of new techniques	3.326	9.3	7.0	25.6	58.1
Conducts workshops on library services	3.340	6.4	4.3	38.3	51.1
Maintains contact with personnel working in related areas	3.348	4.3	6.5	39.1	50.0
Organizes and conducts workshops, institutes, conferences, etc.	3.383	4.3	6.4	36.2	53.2
Consults with libraries on a statewide basis to improve library services	3.383	6.4	8.5	25.5	59.6
Coordinates state, federal, or other government depository program	3.391	10.9	6.5	15.2	67.4
Writes articles or columns for professional publications	3.400	2.2	2.2	48.9	46.7
Administers division	3.404	14.9	4.3	6.4	74.5
Researches legal, technical, and policy issues and assists in implementation	3.467	0.0	11.1	31.1	57.8
Assists and acts as professional adviser to local libraries	3.478	6.5	6.5	19.6	67.4
Analyzes complex statistical data and prepares reports and recommendations	3.511	4.4	4.4	26.7	64.4

All respondents - page 7

Duties	Mean	Always	Often	Sometimes	Never
Conducts on-site visits to libraries to provide technical assistance	3.553	6.4	6.4	12.8	74.5
Supervises microfilming of library materials	3.558	9.3	7.0	2.3	81.4
Plans staff development of the division/agency	3.600	2.2	4.4	24.4	68.9
Administers division in absence of division head or director	3.636	6.8	2.3	11.4	79.5
Presents research materials at pro. meetings and prepares reports	3.652	0.0	0.0	34.8	65.2
Consults with public librarians, officials, etc., about library development	3.674	2.2	6.5	13.0	78.3
Prepares grant requests to Federal Government and other entities	3.674	0.0	2.2	28.3	69.6
Writes guidelines concerning research evaluation, methodology...	3.682	2.3	4.5	15.9	77.3
Develops proposals for research studies	3.711	2.2	2.2	17.8	77.8
Administers agency in absence of division head or director	3.766	6.4	0.0	4.3	89.4
Presents budget/programs to legislature	3.851	2.1	2.1	4.3	91.5
Administers agency	3.872	2.1	2.1	2.1	93.6
Inputs cataloging records on national bibliographic utility	3.930	2.3	0.0	0.0	97.7
Organizes and supervises bookmobile operation in multi-county area	4.000	0.0	0.0	0.0	100.0

Duties and Responsibilities of Librarians in State Government
1988 Survey - All Respondents holding MLS degrees

Duties	Mean	Always	Often	Sometimes	Never
Provides information and materials in response to request	1.529	64.7	20.6	11.8	2.9
Assists users in locating materials	1.618	61.8	23.5	5.9	8.8
Provides reference services - finds answers/locates resources	1.647	58.8	26.5	5.9	8.8
Prepares correspondence	1.763	52.6	26.3	13.2	7.9
Administers public services	1.811	56.8	21.6	5.4	16.2
Initiates and is responsible for development of policies/procedures	1.868	55.3	13.2	21.1	10.5
Researches references questions for professional staff of agency...	1.939	48.5	18.2	24.2	9.1
Cooperates with other state agencies in questions referral...	1.941	47.1	23.5	17.6	11.8
Selects or assists in selecting new acquisitions	1.941	50.0	20.6	14.7	14.7
Assists with development of policies/procedures	2.000	46.2	23.1	15.4	15.4
Administers technical services	2.000	51.4	21.6	2.7	24.3
Conducts data gathering (reference) interviews	2.000	45.7	22.9	17.1	14.3
Assists with bibliographic instruction for users	2.029	48.6	14.3	22.9	14.3
Reviews literature, attends professional meetings, conferences, institutes	2.053	28.9	42.1	23.7	5.3
Interprets rules/policies for subordinates/public	2.077	38.5	30.8	15.4	15.4

All Respondents with MLS degree - page 2

Duties	Mean	Always	Often	Sometimes	Never
Gathers library statistics and prepares statistical reports	2.143	42.9	17.1	22.9	17.1
Circulates materials to library users	2.171	42.9	20.0	14.3	22.9
Performs technical and professional work in selecting, accessioning	2.176	47.1	14.7	11.8	26.5
Develops library tools, aids: research guides, bibliographies, finding tool	2.222	33.3	27.8	22.2	16.7
Coordinates maintenance of library materials-shelving, updating...	2.235	44.1	20.6	2.9	32.4
Determines with management, goals, objectives, procedures	2.263	34.2	18.4	34.2	13.2
Assists in gathering library statistics and preparing statistical reports	2.314	40.0	11.4	25.7	22.9
Reviews current booklists/maintains lists of new books	2.324	32.4	26.5	17.6	23.5
Develops work standards/procedures	2.342	36.8	13.2	28.9	21.1
Acts as subject specialist in material selection/research	2.361	30.6	27.8	16.7	25.0
Coordinates circulation policies and procedures for library	2.371	45.7	5.7	14.3	34.3
Coordinates acquisitions of new library materials	2.382	44.1	11.8	5.9	38.2
Evaluates library program activities	2.395	36.8	10.5	28.9	23.7
Maintains awareness of the state of the art in research, method.	2.432	21.6	18.9	54.1	5.4
Maintains bibliographic control of new acquisitions	2.455	42.4	12.1	3.0	42.4

All Respondents with MLS degree - page 3

Duties	Mean	Always	Often	Sometimes	Never
Serves as information consultant using advanced reference knowledge...	2.529	38.2	11.8	8.8	41.2
Assists with maintenance of library materials - shelving, updating..	2.576	27.3	15.2	30.3	27.3
Prepares bibliographies of library resources	2.588	20.6	17.6	44.1	17.6
Supervises records - personnel, budget, or library	2.595	37.8	10.8	5.4	45.9
Assists with organizing microcomputer applications	2.600	25.7	14.3	34.3	25.7
Administers selective dissemination of information services	2.618	26.5	17.6	23.5	32.4
Supervises cataloging of materials	2.618	38.2	8.8	5.9	47.1
Performs subject and descriptive cataloging and classification ...	2.618	35.3	14.7	2.9	47.1
Plans/coordinates automated library systems	2.622	29.7	8.1	32.4	29.7
Serves as liaison between library users and other information resources	2.622	16.2	29.7	29.7	24.3
Coordinates space planning for library/division	2.649	18.9	24.3	29.7	27.0
Monitors current expenditures	2.658	31.6	13.2	13.2	42.1
Exchanges information with federal, state, local government officials	2.684	13.2	18.4	55.3	13.2
Coordinates purchases of equipment used in library, including computers	2.735	26.5	14.7	17.6	41.2
Performs special research requested by agency administrative staff/board	2.750	11.1	19.4	52.8	16.7

All Respondents with MLS degree - page 4

Duties	Mean	Always	Often	Sometimes	Never
Coordinates, approves continuing education/professional development of subordinates	2.763	28.9	10.5	15.8	44.7
Coordinates interlibrary loan program	2.765	29.4	11.8	11.8	47.1
Represents agency at conferences	2.789	13.2	15.8	50.0	21.1
Acts as liaison with book dealers and jobbers	2.794	29.4	8.8	14.7	47.1
Prepares reports on effectiveness of assigned activities/recommends improve	2.806	16.7	19.4	30.6	33.3
Prepares or assists in preparation and editing of manuals, publications...	2.811	16.2	16.2	37.8	29.7
Serves as resource person, speaker, and evaluator to interested groups	2.816	15.8	15.8	39.5	28.9
Assists in budget preparation	2.842	23.7	7.9	28.9	39.5
Maintains authority control for cataloged materials	2.853	35.3	2.9	2.9	58.8
Implements/coordinates microcomputer applications in library procedures	2.865	27.0	8.1	16.2	48.6
Plans public relations materials for programs	2.865	16.2	13.5	37.8	32.4
Consults with professional/administrative staff in library research techniques	2.892	16.2	18.9	24.3	40.5
Consults in speciality field	2.892	21.6	10.8	24.3	43.2
Recommends changes for data storage/retrieval systems	2.946	16.2	5.4	45.9	32.4
Assists with interlibrary loan program	2.969	18.8	9.4	28.1	43.8
Conducts comprehensive library research-uses journals, dissertations	2.972	19.4	11.1	22.2	47.2

All Respondents with MLS degree - page 5

Duties	Mean	Always	Often	Sometimes	Never
Advises management on long-range budgetary plans	2.974	13.2	10.5	42.1	34.2
Serves as project manager for special programs	3.000	16.2	8.1	35.1	40.5
Serves as agency liaison to other organizations	3.000	13.2	13.2	34.2	39.5
Advises other libraries on practices and procedures of library work	3.026	10.5	10.5	44.7	34.2
Prepares budget/accountable for expenditures	3.027	24.3	5.4	13.5	56.8
Provides reference assistance for an archive collection	3.030	15.2	15.2	21.2	48.5
Prepares or assists in preparation of training and operational manual	3.054	13.5	13.5	27.0	45.9
Organizes, stores, and retrieves materials in an archive collection	3.091	15.2	15.2	15.2	54.5
Participates in staff development of the agency	3.108	2.7	16.2	48.6	32.4
Consults with research pros, admin., to define problems, types of data pro.	3.108	8.1	10.8	43.2	37.8
Supervises binding of library materials	3.118	20.6	8.8	8.8	61.8
Writes publications, news articles, manuals, reports, press releases	3.139	8.3	8.3	44.4	38.9
Conducts special studies, needs analysis, and long-range planning	3.167	8.3	11.1	36.1	44.4
Coordinates development of statewide programs	3.184	13.2	10.5	21.1	55.3
Edits publications, news articles, manuals, reports, press releases,	3.222	5.6	13.9	33.3	47.2

All Respondents with MLS degree - page 6

Duties	Mean	Always	Often	Sometimes	Never
Prepares or assists in preparation of educational materials...	3.229	5.7	8.6	42.9	42.9
Prepares bibliographies and other reference materials	3.270	2.7	8.1	48.6	40.5
Maintains contact with personnel working in related areas	3.297	5.4	8.1	37.8	48.6
Conducts workshops on library services	3.316	7.9	5.3	34.2	52.6
Plans and assists in conducting workshops, institutes, conferences	3.316	5.3	10.5	31.6	52.6
Participates in regional and national projects and studies	3.316	7.9	5.3	34.2	52.6
Writes articles or columns for professional publications	3.333	2.8	0.0	58.3	38.9
Administers division	3.342	15.8	5.3	7.9	71.1
Consults with libraries on a statewide basis to improve library services	3.342	7.9	10.5	21.1	60.5
Coordinates state, federal, or other government depository program	3.351	13.5	5.4	13.5	67.6
Coordinates book preservation program keeps abreast of new techniques	3.353	8.8	5.9	26.5	58.8
Assists and acts as professional adviser to local libraries	3.378	8.1	8.1	21.6	62.2
Researches legal, technical, and policy issues and assists in implementation	3.389	0.0	13.9	33.3	52.8
Organizes and conducts workshops, institutes, conferences, etc.	3.421	5.3	5.3	31.6	57.9
Analyzes complex statistical data and prepares reports and recommendations	3.444	5.6	5.6	27.8	61.1

All Respondents with MLS degree - page 7

Duties	Mean	Always	Often	Sometimes	Never
Conducts on-site visits to libraries to provide technical assistance	3.474	7.9	7.9	13.2	71.1
Supervises microfilming of library materials	3.588	8.8	5.9	2.9	82.4
Plans staff development of the division/agency	3.595	2.7	5.4	21.6	70.3
Prepares grant requests to Federal Government and other entities	3.595	0.0	2.7	35.1	62.2
Presents research materials at pro. meetings and prepares reports	3.622	0.0	0.0	37.8	62.2
Consults with public librarians, officials, etc., about library development	3.649	2.7	8.1	10.8	78.4
Administers division in absence of division head or director	3.657	5.7	2.9	11.4	80.0
Writes guidelines concerning research evaluation, methodology...	3.686	2.9	2.9	17.1	77.1
Develops proposals for research studies	3.694	2.8	2.8	16.7	77.8
Administers agency in absence of division head or director	3.789	5.3	0.0	5.3	89.5
Presents budget/programs to legislature	3.816	2.6	2.6	5.3	89.5
Administers agency	3.842	2.6	2.6	2.6	92.1
Inputs cataloging records on national bibliographic utility	3.912	2.9	0.0	0.0	97.1
Organizes and supervises bookmobile operation in multi-county area	4.000	0.0	0.0	0.0	100.0

APPENDIX V

Duties and Responsibilities of Librarians in State Government
1988 Survey - Respondents holding MLS degree in Classified Positions

Duties	Mean	Always	Often	Sometimes	Never
Provides information and materials in response to request	1.452	67.7	19.4	12.9	0.0
Provides reference services - finds answers/locates resources	1.516	64.5	25.8	3.2	6.5
Assists users in locating materials	1.548	64.5	22.6	6.5	6.5
Prepares correspondence	1.771	54.3	22.9	14.3	8.6
Administers public services	1.794	55.9	23.5	5.9	14.7
Researches references questions for professional staff of agency...	1.833	53.3	16.7	23.3	6.7
Cooperates with other state agencies in questions referral...	1.871	48.4	25.8	16.1	9.7
Initiates and is responsible for development of policies/procedures	1.914	54.3	11.4	22.9	11.4
Assists with development of policies/procedures	1.917	47.2	25.0	16.7	11.1
Selects or assists in selecting new acquisitions	1.935	48.4	22.6	16.1	12.9
Conducts data gathering (reference) interviews	1.969	46.9	21.9	18.8	12.5
Administers technical services	2.000	50.0	23.5	2.9	23.5
Assists with bibliographic instruction for users	2.000	50.0	12.5	25.0	12.5
Reviews literature, attends professional meetings, conferences, institutes	2.057	28.6	42.9	22.9	5.7
Circulates materials to library users	2.094	43.8	21.9	15.6	18.8

Respondents with MLS in Classified Positions - Page 2

Duties	Mean	Always	Often	Sometimes	Never
Interprets rules/policies for subordinates/public	2.139	36.1	30.6	16.7	16.7
Develops library tools, aids: research guides, bibliographies, finding tool	2.152	36.4	27.3	21.2	15.2
Gathers library statistics and prepares statistical reports	2.188	40.6	18.8	21.9	18.8
Performs technical and professional work in selecting, accessioning	2.194	45.2	16.1	12.9	25.8
Coordinates maintenance of library materials-shelving, updating...	2.226	45.2	19.4	3.2	32.3
Assists in gathering library statistics and preparing statistical reports	2.281	40.6	12.5	25.0	21.9
Determines with management, goals, objectives, procedures	2.286	31.4	20.0	37.1	11.4
Reviews current booklists/maintains lists of new books	2.323	32.3	25.8	19.4	22.6
Acts as subject specialist in material selection/research	2.333	30.3	30.3	15.2	24.2
Maintains bibliographic control of new acquisitions	2.400	43.3	13.3	3.3	40.0
Coordinates acquisitions of new library materials	2.419	41.9	12.9	6.5	38.7
Evaluates library program activities	2.429	37.1	8.6	28.6	25.7
Coordinates circulation policies and procedures for library	2.438	43.8	6.3	12.5	37.5
Maintains awareness of the state of the art in research, method.	2.441	20.6	20.6	52.9	5.9
Serves as information consultant using advanced reference knowledge...	2.452	41.9	9.7	9.7	38.7

Respondents with MLS in Classified Positions - Page 3

Duties	Mean	Always	Often	Sometimes	Never
Develops work standards/procedures	2.457	31.4	14.3	31.4	22.9
Assists with maintenance of library materials - shelving, updating..	2.484	29.0	16.1	32.3	22.6
Prepares bibliographies of library resources	2.516	22.6	19.4	41.9	16.1
Assists with organizing microcomputer applications	2.576	27.3	12.1	36.4	24.2
Administers selective dissemination of information services	2.613	25.8	19.4	22.6	32.3
Supervises cataloging of materials	2.613	38.7	9.7	3.2	48.4
Performs subject and descriptive cataloging and classification using international standards	2.613	35.5	16.1	0.0	48.4
Serves as liaison between library users and other information resources	2.618	17.6	26.5	32.4	23.5
Supervises records - personnel, budget, or library	2.647	35.3	11.8	5.9	47.1
Performs special research requested by agency administrative staff/board	2.667	12.1	21.2	54.5	12.1
Acts as liaison with book dealers and jobbers	2.677	32.3	9.7	16.1	41.9
Plans/coordinates automated library systems	2.706	29.4	2.9	35.3	32.4
Coordinates interlibrary loan program	2.710	32.3	12.9	6.5	48.4
Exchanges information with federal, state, local government officials	2.714	11.4	20.0	54.3	14.3
Coordinates space planning for library/division	2.735	17.6	20.6	32.4	29.4
Maintains authority control for cataloged materials	2.742	38.7	3.2	3.2	54.8

Respondents with MLS in Classified Positions - Page 4

Duties	Mean	Always	Often	Sometimes	Never
Monitors current expenditures	2.771	28.6	11.4	14.3	45.7
Serves as resource person, speaker, and evaluator to interested groups	2.800	17.1	14.3	40.0	28.6
Prepares or assists in preparation and editing of manuals, publications...	2.824	14.7	17.6	38.2	29.4
Assists in budget preparation	2.829	22.9	8.6	31.4	37.1
Represents agency at conferences	2.829	11.4	17.1	48.6	22.9
Plans public relations materials for programs	2.853	17.6	11.8	38.2	32.4
Coordinates, approves continuing education/professional development of subordinates	2.857	25.7	11.4	14.3	48.6
Coordinates purchases of equipment used in library, including computers	2.871	22.6	12.9	19.4	45.2
Prepares reports on effectiveness of assigned activities/recommends improve	2.879	15.2	18.2	30.3	36.4
Implements/coordinates microcomputer applications in library procedures	2.882	29.4	2.9	17.6	50.0
Assists with interlibrary loan program	2.900	20.0	10.0	30.0	40.0
Recommends changes for data storage/retrieval systems	2.912	17.6	2.9	50.0	29.4
Consults in speciality field	2.912	20.6	11.8	23.5	44.1
Conducts comprehensive library research-uses journals, dissertations	2.939	21.2	12.1	18.2	48.5
Provides reference assistance for an archive collection	2.967	16.7	16.7	20.0	46.7
Advises management on long-range budgetary plans	2.971	11.4	11.4	45.7	31.4

Respondents with MLS in Classified Positions - Page 5

Duties	Mean	Always	Often	Sometimes	Never
Consults with professional/administrative staff in library research techniques	2.971	14.7	17.6	23.5	44.1
Serves as project manager for special programs	3.029	14.7	8.8	35.3	41.2
Advises other libraries on practices and procedures of library work	3.029	11.4	11.4	40.0	37.1
Serves as agency liaison to other organizations	3.029	14.3	11.4	31.4	42.9
Prepares or assists in preparation of training and operational manual	3.059	11.8	14.7	29.4	44.1
Supervises binding of library materials	3.065	22.6	9.7	6.5	61.3
Consults with research pros, admin., to define problems, types of data pro.	3.118	8.8	8.8	44.1	38.2
Writes publications, news articles, manuals, reports, press releases	3.121	9.1	9.1	42.4	39.4
Coordinates development of statewide programs	3.171	14.3	11.4	17.1	57.1
Prepares budget/accountable for expenditures	3.176	20.6	2.9	14.7	61.8
Participates in staff development of the agency	3.206	0.0	14.7	50.0	35.3
Prepares bibliographies and other reference materials	3.235	2.9	8.8	50.0	38.2
Edits publications, news articles, manuals, reports, press releases,	3.242	6.1	15.2	27.3	51.5
Conducts special studies, needs analysis, and long-range planning	3.242	6.1	12.1	33.3	48.5
Prepares or assists in preparation of educational materials...	3.281	3.1	9.4	43.8	43.8

Respondents with MLS in Classified Positions - Page 6

Duties	Mean	Always	Often	Sometimes	Never
Conducts workshops on library services	3.286	8.6	5.7	34.3	51.4
Organizes, stores, and retrieves materials in an archive collection	3.300	16.7	16.7	13.3	53.3
Plans and assists in conducting workshops, institutes, conferences	3.314	5.7	11.4	28.6	54.3
Participates in regional and national projects and studies	3.314	8.6	5.7	31.4	54.3
Maintains contact with personnel working in related areas	3.314	5.7	8.6	34.3	51.4
Assists and acts as professional adviser to local libraries	3.324	8.8	8.8	23.5	58.8
Writes articles or columns for professional publications	3.333	3.0	0.0	57.6	39.4
Consults with libraries on a statewide basis to improve library services	3.343	8.6	11.4	17.1	62.9
Administers division	3.371	14.3	5.7	8.6	71.4
Researches legal, technical, and policy issues and assists in implementation	3.394	0.0	15.2	30.3	54.5
Organizes and conducts workshops, institutes, conferences, etc.	3.429	5.7	5.7	28.6	60.0
Conducts on-site visits to libraries to provide technical assistance	3.429	8.6	8.6	14.3	68.6
Coordinates book preservation program keeps abreast of new techniques	3.452	6.5	3.2	29.0	61.3
Analyzes complex statistical data and prepares reports and recommendations	3.455	6.1	6.1	24.2	63.6

Respondents with MLS in Classified Positions - Page 7

Duties	Mean	Always	Often	Sometimes	Never
Coordinates state, federal, or other government depository program	3.471	11.8	2.9	11.8	73.5
Supervises microfilming of library materials	3.548	9.7	6.5	3.2	80.6
Presents research materials at pro. meetings and prepares reports	3.588	0.0	0.0	41.2	58.8
Consults with public librarians, officials, etc., about library development	3.618	2.9	8.8	11.8	76.5
Prepares grant requests to Federal Government and other entities	3.618	0.0	2.9	32.4	64.7
Administers division in absence of division head or director	3.636	6.1	3.0	12.1	78.8
Develops proposals for research studies	3.697	3.0	3.0	15.2	78.8
Plans staff development of the division/agency	3.706	0.0	2.9	23.5	73.5
Writes guidelines concerning research evaluation, methodology...	3.781	0.0	3.1	15.6	81.3
Administers agency in absence of division head or director	3.857	2.9	0.0	5.7	91.4
Inputs cataloging records on national bibliographic utility	3.903	3.2	0.0	0.0	96.8
Presents budget/programs to legislature	3.914	0.0	2.9	2.9	94.3
Administers agency	3.971	0.0	0.0	2.9	97.1
Organizes and supervises bookmobile operation in multi-county area	4.000	0.0	0.0	0.0	100.0

Duties and Responsibilities of Librarians in State Government 1988 Survey - Respondents not working in a library agency

Duties	Mean	Always	Often	Sometimes	Never
Assists users in locating materials	1.200	85.0	10.0	5.0	0.0
Administers technical services	1.250	85.0	10.0	0.0	5.0
Administers public services	1.300	85.0	5.0	5.0	5.0
Provides reference services - finds answers/locates resources	1.300	80.0	10.0	10.0	0.0
Provides information and materials in response to request	1.300	75.0	20.0	5.0	0.0
Selects or assists in selecting new acquisitions	1.300	70.0	30.0	0.0	0.0
Performs technical and professional work in selecting, accessioning	1.400	75.0	15.0	5.0	5.0
Supervises cataloging of materials	1.450	75.0	15.0	0.0	10.0
Maintains bibliographic control of new acquisitions	1.500	75.0	10.0	5.0	10.0
Assists with development of policies/procedures	1.550	65.0	25.0	0.0	10.0
Assists with bibliographic instruction for users	1.550	65.0	15.0	20.0	0.0
Coordinates acquisitions of new library materials	1.550	70.0	10.0	15.0	5.0
Initiates and is responsible for development of policies/procedures	1.579	68.4	10.5	15.8	5.3
Researches references questions for professional staff of agency...	1.600	65.0	15.0	15.0	5.0
Coordinates circulation policies and procedures for library	1.600	65.0	15.0	15.0	5.0

Respondents not in a library agency - page 2

Duties	Mean	Always	Often	Sometimes	Never
Coordinates maintenance of library materials-sholving, updating...	1.600	60.0	25.0	10.0	5.0
Performs subject and descriptive cataloging and classification ...	1.650	65.0	15.0	10.0	10.0
Cooperates with other state agencies in questions referral...	1.700	55.0	20.0	25.0	0.0
Prepares correspondence	1.750	60.0	10.0	25.0	5.0
Evaluates library program activities	1.850	50.0	20.0	25.0	5.0
Administers selective dissemination of information services	1.850	40.0	35.0	25.0	0.0
Assists in gathering library statistics and preparing statistical reports	1.895	57.9	10.5	15.8	15.8
Conducts data gathering (reference) interviews	1.900	50.0	20.0	20.0	10.0
Circulates materials to library users	1.900	50.0	10.0	40.0	0.0
Gathers library statistics and prepares statistical reports	1.900	55.0	15.0	15.0	15.0
Assists with maintenance of library materials - shelving, updating..	1.947	47.4	15.8	31.6	5.3
Supervises records - personnel, budget, or library	1.950	55.0	10.0	20.0	15.0
Reviews current booklists/maintains lists of new books	1.950	35.0	35.0	30.0	0.0
Develops library tools, aids: research guides, bibliographies, finding tool	1.950	40.0	30.0	25.0	5.0
Maintains authority control for cataloged materials	1.950	60.0	5.0	15.0	20.0

Respondents not in a library agency - page 3

Duties	Mean	Always	Often	Sometimes	Never
Develops work standards/procedures	2.000	60.0	0.0	20.0	20.0
Determines with management, goals, objectives, procedures	2.000	45.0	15.0	35.0	5.0
Acts as liaison with book dealers and jobbers	2.050	50.0	10.0	25.0	15.0
Prepares bibliographies of library resources	2.100	35.0	25.0	35.0	5.0
Coordinates purchases of equipment used in library, including computers	2.100	40.0	25.0	20.0	15.0
Interprets rules/policies for subordinates/public	2.150	35.0	30.0	20.0	15.0
Coordinates interlibrary loan program	2.150	40.0	25.0	15.0	20.0
Serves as liaison between library users and other information resources	2.200	25.0	40.0	25.0	10.0
Coordinates space planning for library/division	2.250	30.0	25.0	35.0	10.0
Reviews literature, attends professional meetings, conferences, institutes	2.250	25.0	30.0	40.0	5.0
Plans/coordinates automated library systems	2.300	45.0	5.0	25.0	25.0
Acts as subject specialist in material selection/research	2.300	30.0	25.0	30.0	15.0
Serves as information consultant using advanced reference knowledge...	2.368	47.4	0.0	21.1	31.6
Maintains awareness of the state of the art in research, method.	2.400	25.0	15.0	55.0	5.0
Assists with interlibrary loan program	2.444	33.3	11.1	33.3	22.2
Conducts comprehensive library research-uses journals, dissertations	2.450	35.0	15.0	20.0	30.0

Respondents not in a library agency - page 4

Duties	Mean	Always	Often	Sometimes	Never
Monitors current expenditures	2.500	30.0	15.0	30.0	25.0
Assists with organizing microcomputer applications	2.500	38.9	5.6	22.2	33.3
Consults with professional/administrative staff in library research techniques	2.500	20.0	25.0	40.0	15.0
Implements/coordinates microcomputer applications in library procedures	2.550	40.0	5.0	15.0	40.0
Exchanges information with federal, state, local government officials	2.550	15.0	25.0	50.0	10.0
Performs special research requested by agency administrative staff/board	2.550	20.0	25.0	35.0	20.0
Prepares budget/accountable for expenditures	2.600	30.0	15.0	20.0	35.0
Recommends changes for data storage/retrieval systems	2.650	25.0	10.0	40.0	25.0
Plans public relations materials for programs	2.650	20.0	20.0	35.0	25.0
Assists in budget preparation	2.700	25.0	15.0	25.0	35.0
Organizes, stores, and retrieves materials in an archive collection	2.737	21.1	21.1	21.1	36.8
Advises management on long-range budgetary plans	2.750	20.0	5.0	55.0	20.0
Provides reference assistance for an archive collection	2.789	21.1	15.8	26.3	36.8
Coordinates, approves continuing education/professional development of subordinates	2.850	30.0	10.0	5.0	55.0
Serves as resource person, speaker, and evaluator to interested groups	2.850	15.0	10.0	50.0	25.0
Represents agency at conferences	2.900	10.0	10.0	60.0	20.0

Respondents not in a library agency - page 5

Duties	Mean	Always	Often	Sometimes	Never
Serves as agency liaison to other organizations	2.900	15.0	10.0	45.0	30.0
Prepares reports on effectiveness of assigned activities/recommends improve	2.900	15.0	10.0	45.0	30.0
Supervises binding of library materials	2.900	25.0	10.0	15.0	50.0
Coordinates book preservation program keeps abreast of new techniques	2.947	15.8	15.8	26.3	42.1
Consults in speciality field	3.000	10.5	10.5	47.4	31.6
Prepares or assists in preparation and editing of manuals, publications...	3.000	10.0	15.0	40.0	35.0
Serves as project manager for special programs	3.050	10.0	5.0	55.0	30.0
Participates in staff development of the agency	3.050	0.0	15.0	65.0	20.0
Maintains contact with personnel working in related areas	3.053	10.5	10.5	42.1	36.8
Consults with research pros, admin., to define problems, types of data pro.	3.100	10.0	5.0	50.0	35.0
Conducts special studies, needs analysis, and long-range planning	3.100	10.0	10.0	40.0	40.0
Advises other libraries on practices and procedures of library work	3.150	10.0	0.0	55.0	35.0
Prepares or assists in preparation of training and operational manual	3.200	10.0	10.0	30.0	50.0
Prepares or assists in preparation of educational materials...	3.200	0.0	15.0	50.0	35.0
Administers division	3.250	15.0	10.0	10.0	65.0

Respondents not in a library agency - page 6

Duties	Mean	Always	Often	Sometimes	Never
Consults with libraries on a statewide basis to improve library services	3.250	10.0	0.0	45.0	45.0
Coordinates development of statewide programs	3.300	5.0	5.0	45.0	45.0
Prepares bibliographies and other reference materials	3.300	5.0	5.0	45.0	45.0
Plans and assists in conducting workshops, institutes, conferences	3.350	0.0	15.0	35.0	50.0
Writes publications, news articles, manuals, reports, press releases	3.350	10.0	0.0	35.0	55.0
Participates in regional and national projects and studies	3.400	0.0	0.0	60.0	40.0
Researches legal, technical, and policy issues and assists in implementation	3.400	0.0	10.0	40.0	50.0
Administers division in absence of division head or director	3.444	11.1	5.6	11.1	72.2
Organizes and conducts workshops, institutes, conferences, etc.	3.450	0.0	5.0	45.0	50.0
Edits publications, news articles, manuals, reports, press releases,	3.450	5.0	5.0	30.0	60.0
Coordinates state, federal, or other government depository program	3.500	10.0	0.0	20.0	70.0
Conducts workshops on library services	3.500	0.0	0.0	50.0	50.0
Assists and acts as professional adviser to local libraries	3.500	5.0	0.0	35.0	60.0
Supervises microfilming of library materials	3.500	15.0	0.0	5.0	80.0
Writes articles or columns for professional publications	3.550	0.0	0.0	45.0	55.0

Respondents not in a library agency - page 7

Duties	Mean	Always	Often	Sometimes	Never
Analyzes complex statistical data and prepares reports and recommendations	3.550	5.0	5.0	20.0	70.0
Presents research materials at pro. meetings and prepares reports	3.700	0.0	0.0	30.0	70.0
Prepares grant requests to Federal Government and other entities	3.750	0.0	0.0	25.0	75.0
Consults with public librarians, officials, etc., about library development	3.800	0.0	0.0	20.0	80.0
Conducts on-site visits to libraries to provide technical assistance	3.800	0.0	0.0	20.0	80.0
Develops proposals for research studies	3.800	0.0	0.0	20.0	80.0
Plans staff development of the division/agency	3.842	0.0	0.0	15.8	0.0
Writes guidelines concerning research evaluation, methodology...	3.850	0.0	0.0	15.0	85.0
Presents budget/programs to legislature	3.900	0.0	5.0	0.0	95.0
Administers agency	3.950	0.0	0.0	5.0	95.0
Administers agency in absence of division head or director	3.950	0.0	0.0	5.0	95.0
Organizes and supervises bookmobile operation in multi-county area	4.000	0.0	0.0	0.0	100.0
Inputs cataloging records on national bibliographic utility	4.000	0.0	0.0	0.0	100.0

APPENDIX V

Duties and Responsibilities of Librarians in State Government
1988 Survey - Group 11 Respondents

Duties	Mean	Always	Often	Sometimes	Never
Provides reference services - finds answers/locates resources	1.857	28.6	57.1	14.3	0.0
Assists users in locating materials	1.857	28.6	57.1	14.3	0.0
Researches references questions for professional staff of agency...	2.000	28.6	42.9	28.6	0.0
Provides information and materials in response to request	2.000	28.6	42.9	28.6	0.0
Administers public services	2.143	28.6	42.9	14.3	14.3
Assists with bibliographic instruction for users	2.143	28.6	28.6	42.9	0.0
Administers technical services	2.571	0.0	71.4	0.0	28.6
Cooperates with other state agencies in questions referral...	2.571	14.3	28.6	42.9	14.3
Conducts data gathering (reference) interviews	2.571	14.3	42.9	14.3	28.6
Selects or assists in selecting new acquisitions	2.571	14.3	42.9	14.3	28.6
Assists with maintenance of library materials - shelving, updating..	2.714	0.0	42.9	42.9	14.3
Develops library tools, aids: research guides, bibliographies, finding tool	2.714	28.6	14.3	14.3	42.9
Serves as information consultant using advanced reference knowledge...	2.833	33.3	0.0	16.7	50.0
Assists with development of policies/procedures	2.857	0.0	42.9	28.6	28.6
Circulates materials to library users	2.857	0.0	42.9	28.6	28.6

Salary Group 11 Only - Page 2

Duties	Mean	Always	Often	Sometimes	Never
Acts as liaison with book dealers and jobbers	2.857	14.3	28.6	14.3	42.9
Maintains bibliographic control of new acquisitions	2.857	14.3	28.6	14.3	42.9
Performs technical and professional work in selecting, accessioning	2.857	0.0	57.1	0.0	42.9
Prepares correspondence	3.000	0.0	28.6	42.9	28.6
Reviews literature, attends professional meetings, conferences, institutes	3.000	0.0	28.6	42.9	28.6
Prepares bibliographies of library resources	3.000	14.3	14.3	28.6	42.9
Conducts comprehensive library research-uses journals, dissertations	3.000	14.3	14.3	28.6	42.9
Supervises binding of library materials	3.000	143.0	28.6	0.0	57.1
Maintains awareness of the state of the art in research, method.	3.143	0.0	14.3	57.1	28.6
Administers selective dissemination of information services	3.143	14.3	0.0	42.9	42.9
Provides reference assistance for an archive collection	3.143	0.0	42.9	0.0	57.1
Coordinates interlibrary loan program	3.143	14.3	14.3	14.3	57.1
Coordinates maintenance of library materials-shelving, updating...	3.143	0.0	42.9	0.0	57.1
Coordinates acquisitions of new library materials	3.143	0.0	28.6	28.6	42.9
Determines with management, goals, objectives, procedures	3.286	0.0	14.3	42.9	42.9
Initiates and is responsible for development of policies/procedures	3.286	0.0	0.0	71.4	28.6

Salary Group 11 Only - Page 3

Duties	Mean	Always	Often	Sometimes	Never
Organizes, stores, and retrieves materials in an archive collection	3.286	0.0	28.6	14.3	57.1
Assists in gathering library statistics and preparing statistical reports	3.286	14.3	14.3	0.0	71.4
Prepares bibliographies and other reference materials	3.286	0.0	0.0	71.4	28.6
Performs special research requested by agency administrative staff/board	3.286	0.0	14.3	42.9	42.9
Acts as subject specialist in material selection/research	3.286	0.0	28.6	14.3	57.1
Interprets rules/policies for subordinates/public	3.429	0.0	0.0	57.1	42.9
Consults in speciality field	3.429	0.0	14.3	28.6	57.1
Serves as resource person, speaker, and evaluator to interested groups	3.429	0.0	0.0	57.1	42.9
Exchanges information with federal, state, local government officials	3.429	0.0	0.0	57.1	42.9
Serves as agency liaison to other organizations	3.429	0.0	14.3	28.6	57.1
Participates in staff development of the agency	3.429	0.0	14.3	28.6	57.1
Reviews current booklists/maintains lists of new books	3.429	0.0	0.0	57.1	42.9
Assists with interlibrary loan program	3.429	0.0	14.3	28.6	57.1
Supervises cataloging of materials	3.429	0.0	28.6	0.0	71.4
Coordinates purchases of equipment used in library, including computers	3.429	0.0	14.3	28.6	57.1
Recommends changes for data storage/retrieval systems	3.571	0.0	0.0	42.9	57.1

Salary Group 11 Only - Page 4

Duties	Mean	Always	Often	Sometimes	Never
Assists with organizing microcomputer applications	3.571	0.0	0.0	42.9	57.1
Plans/coordinates automated library systems	3.571	0.0	0.0	42.9	57.1
Evaluates library program activities	3.571	0.0	14.3	14.3	71.4
Plans and assists in conducting workshops, institutes, conferences	3.571	0.0	0.0	42.9	57.1
Organizes and conducts workshops, institutes, conferences, etc.	3.571	0.0	0.0	42.9	57.1
Represents agency at conferences	3.571	0.0	0.0	42.9	57.1
Serves as liaison between library users and other information resources	3.571	0.0	0.0	42.9	57.1
Coordinates circulation policies and procedures for library	3.571	0.0	14.3	14.3	71.4
Writes publications, news articles, manuals, reports, press releases	3.571	0.0	14.3	14.3	71.4
Prepares or assists in preparation of training and operational manual	3.571	0.0	0.0	42.9	57.1
Performs subject and descriptive cataloging and classification using international standards	3.571	0.0	14.3	14.3	71.4
Serves as project manager for special programs	3.714	0.0	0.0	28.6	71.4
Implements/coordinates microcomputer applications in library procedures	3.714	0.0	0.0	28.6	71.4
Plans public relations materials for programs	3.714	0.0	14.3	0.0	85.7
Coordinates space planning for library/division	3.714	0.0	0.0	28.6	71.4

Salary Group 11 Only - Page 5

Duties	Mean	Always	Often	Sometimes	Never
Conducts workshops on library services	3.714	0.0	0.0	28.6	71.4
Consults with professional/administrative staff in library research technique	3.714	0.0	0.0	28.6	71.4
Consults with libraries on a statewide basis to improve library services	3.714	0.0	0.0	28.6	71.4
Consults with public librarians, officials, etc., about library development	3.714	0.0	0.0	28.6	71.4
Gathers library statistics and prepares statistical reports	3.714	0.0	14.3	0.0	85.7
Writes articles or columns for professional publications	3.714	0.0	0.0	28.6	71.4
Prepares grant requests to Federal Government and other entities	3.714	0.0	0.0	28.6	71.4
Edits publications, news articles, manuals, reports, press releases,	3.714	0.0	14.3	0.0	85.7
Prepares or assists in preparation of educational materials...	3.714	0.0	14.3	0.0	85.7
Supervises microfilming of library materials	3.714	0.0	14.3	0.0	85.7
Maintains authority control for cataloged materials	3.714	0.0	0.0	28.6	71.4
Coordinates book preservation program keeps abreast of new techniques	3.714	0.0	14.3	0.0	85.7
Assists in budget preparation	3.857	0.0	0.0	14.3	85.7
Monitors current expenditures	3.857	0.0	0.0	14.3	85.7
Advises management on long-range budgetary plans	3.857	0.0	0.0	14.3	85.7

Salary Group 11 Only - Page 6

Duties	Mean	Always	Often	Sometimes	Never
Develops work standards/procedures	3.857	0.0	0.0	14.3	85.7
Advises other libraries on practices and procedures of library work	3.857	0.0	0.0	14.3	85.7
Assists and acts as professional adviser to local libraries	3.857	0.0	0.0	14.3	85.7
Participates in regional and national projects and studies	3.857	0.0	0.0	14.3	85.7
Maintains contact with personnel working in related areas	3.857	0.0	0.0	14.3	85.7
Consults with research pros, admin., to define problems, types of data pro.	3.857	0.0	0.0	14.3	85.7
Presents research materials at pro. meetings and prepares reports	3.857	0.0	0.0	14.3	85.7
Researches legal, technical, and policy issues and assists in implementation	3.857	0.0	0.0	14.3	85.7
Conducts special studies, needs analysis, and long-range planning	3.857	0.0	0.0	14.3	85.7
Prepares or assists in preparation and editing of manuals, publications...	3.857	0.0	0.0	14.3	85.7
Writes guidelines concerning research evaluation, methodology...	3.857	0.0	0.0	14.3	85.7
Prepares budget/accountable for expenditures	4.000	0.0	0.0	0.0	100.0
Presents budget/programs to legislature	4.000	0.0	0.0	0.0	100.0
Coordinates, approves continuing education/professional development of subordinates	4.000	0.0	0.0	0.0	100.0
Administers division	4.000	0.0	0.0	0.0	100.0

Salary Group 11 Only - Page 7

Duties	Mean	Always	Often	Sometimes	Never
Administers agency	4.000	0.0	0.0	0.0	100.0
Administers division in absence of division head or director	4.000	0.0	0.0	0.0	100.0
Administers agency in absence of division head or director	4.000	0.0	0.0	0.0	100.0
Supervises records - personnel, budget, or library	4.000	0.0	0.0	0.0	100.0
Coordinates development of statewide programs	4.000	0.0	0.0	0.0	100.0
Coordinates state, federal, or other government depository program	4.000	0.0	0.0	0.0	100.0
Organizes and supervises bookmobile operation in multi-county area	4.000	0.0	0.0	0.0	100.0
Conducts on-site visits to libraries to provide technical assistance	4.000	0.0	0.0	0.0	100.0
Plans staff development of the division/agency	4.000	0.0	0.0	0.0	100.0
Prepares reports on effectiveness of assigned activities/recommends improve	4.000	0.0	0.0	0.0	100.0
Develops proposals for research studies	4.000	0.0	0.0	0.0	100.0
Analyzes complex statistical data and prepares reports and recommendations	4.000	0.0	0.0	0.0	100.0
Inputs cataloging records on national bibliographic utility	4.000	0.0	0.0	0.0	100.0

APPENDIX V

Duties and Responsibilities of Librarians in State Government 1988 Survey - Salary Groups 13 and 14 only

Duties	Mean	Always	Often	Sometimes	Never
Provides information and materials in response to request	1.429	64.3	28.6	7.1	0.0
Provides reference services - finds answers/locates resources	1.500	64.3	28.6	0.0	7.1
Assists users in locating materials	1.500	64.3	28.6	0.0	7.1
Cooperates with other state agencies in questions referral...	1.500	64.3	21.4	14.3	0.0
Performs technical and professional work in selecting, accessioning	1.643	64.3	14.3	14.3	7.1
Prepares correspondence	1.714	57.1	21.4	14.3	7.1
Administers public services	1.786	57.1	21.4	7.1	14.3
Coordinates maintenance of library materials-shelving, updating...	1.786	64.3	14.3	0.0	21.4
Researches references questions for professional staff of agency...	1.846	53.8	15.4	23.1	7.7
Administers technical services	1.857	57.1	21.4	0.0	21.4
Circulates materials to library users	1.929	50.0	21.4	14.3	14.3
Selects or assists in selecting new acquisitions	1.929	50.0	28.6	0.0	21.4
Assists with bibliographic instruction for users	2.000	50.0	14.3	21.4	14.3
Develops library tools, aids: research guides, bibliographies, finding tool	2.000	42.9	21.4	28.6	7.1

Salary Groups 13 and 14 only - page 2

Duties	Mean	Always	Often	Sometimes	Never
Performs subject and descriptive cataloging and classification using international standards	2.000	57.1	14.3	0.0	28.6
Interprets rules/policies for subordinates/public	2.071	28.6	42.9	21.4	7.1
Assists with development of policies/procedures	2.071	42.9	21.4	21.4	14.3
Conducts data gathering (reference) interviews	2.071	42.9	21.4	21.4	14.3
Assists in gathering library statistics and preparing statistical reports	2.071	42.9	14.3	35.7	7.1
Initiates and is responsible for development of policies/procedures	2.143	42.9	14.3	28.6	14.3
Supervises cataloging of materials	2.143	50.0	14.3	7.1	28.6
Maintains authority control for cataloged materials	2.143	57.1	7.1	0.0	35.7
Serves as information consultant using advanced reference knowledge...	2.214	42.9	21.4	7.1	28.6
Gathers library statistics and prepares statistical reports	2.231	38.5	7.7	46.2	7.7
Serves as liaison between library users and other information resources	2.286	28.6	28.6	28.6	14.3
Reviews literature, attends professional meetings, conferences, institutes	2.286	21.4	35.7	35.7	7.1
Reviews current booklists/maintains lists of new books	2.286	28.6	35.7	14.3	21.4
Coordinates circulation policies and procedures for library	2.286	50.0	0.0	21.4	28.6
Administers selective dissemination of information services	2.357	35.7	14.3	28.6	21.4

Salary Groups 13 and 14 only - page 3

Duties	Mean	Always	Often	Sometimes	Never
Assists with maintenance of library materials - shelving, updating..	2.357	42.9	7.1	21.4	28.6
Coordinates acquisitions of new library materials	2.357	42.9	14.3	7.1	35.7
Maintains bibliographic control of new acquisitions	2.357	42.9	14.3	7.1	35.7
Develops work standards/procedures	2.429	35.7	7.1	35.7	21.4
Determines with management, goals, objectives, procedures	2.429	28.6	14.3	42.9	14.3
Coordinates space planning for library/division	2.500	14.3	35.7	35.7	14.3
Maintains awareness of the state of the art in research, method.	2.500	14.3	28.6	50.0	7.1
Acts as subject specialist in material selection/research	2.500	21.4	28.6	28.6	21.4
Prepares bibliographies of library resources	2.571	21.4	14.3	50.0	14.3
Performs special research requested by agency administrative staff/board	2.571	14.3	28.6	42.9	14.3
Prepares or assists in preparation and editing of manuals, publications...	2.571	28.6	7.1	42.9	21.4
Supervises records - personnel, budget, or library	2.643	35.7	7.1	14.3	42.9
Assists with organizing microcomputer applications	2.643	21.4	14.3	42.9	21.4
Exchanges information with federal, state, local government officials	2.643	14.3	14.3	64.3	7.1
Acts as liaison with book dealers and jobbers	2.643	28.6	14.3	21.4	35.7
Serves as resource person, speaker, and evaluator to interested groups	2.714	14.3	21.4	42.9	21.4

Salary Groups 13 and 14 only - page 4

Duties	Mean	Always	Often	Sometimes	Never
Supervises binding of library materials	2.714	35.7	7.1	7.1	50.0
Evaluates library program activities	2.857	21.4	0.0	50.0	28.6
Consults with professional/administrative staff in library research techniques	2.857	14.3	21.4	28.6	35.7
Serves as agency liaison to other organizations	2.857	21.4	14.3	21.4	42.9
Recommends changes for data storage/retrieval systems	2.929	14.3	0.0	64.3	21.4
Plans/coordinates automated library systems	2.929	21.4	7.1	28.6	42.9
Prepares reports on effectiveness of assigned activities/recommends improve	2.929	21.4	0.0	42.9	35.7
Assists with interlibrary loan program	2.929	21.4	7.1	28.6	42.9
Coordinates purchases of equipment used in library, including computers	2.929	14.3	21.4	21.4	42.9
Plans public relations materials for programs	3.000	14.3	7.1	42.9	35.7
Coordinates interlibrary loan program	3.000	21.4	14.3	7.1	57.1
Supervises microfilming of library materials	3.000	28.6	7.1	0.0	64.3
Represents agency at conferences	3.071	7.1	7.1	57.1	28.6
Organizes, stores, and retrieves materials in an archive collection	3.077	23.1	7.7	7.7	61.5
Provides reference assistance for an archive collection	3.077	15.4	15.4	15.4	53.8
Advises management on long-range budgetary plans	3.143	7.1	0.0	64.3	28.6

Salary Groups 13 and 14 only - page 5

Duties	Mean	Always	Often	Sometimes	Never
Conducts special studies, needs analysis, and long-range planning	3.143	14.3	0.0	42.9	42.9
Coordinates book preservation program keeps abreast of new techniques	3.143	21.4	0.0	21.4	57.1
Coordinates, approves continuing education/professional development of subordinates	3.214	21.4	0.0	14.3	64.3
Implements/coordinates microcomputer applications in library procedures	3.214	21.4	0.0	14.3	64.3
Consults in speciality field	3.214	14.3	7.1	21.4	57.1
Prepares or assists in preparation of training and operational manual	3.214	14.3	14.3	7.1	64.3
Assists in budget preparation	3.286	0.0	14.3	42.9	42.9
Advises other libraries on practices and procedures of library work	3.286	7.1	7.1	35.7	50.0
Participates in staff development of the agency	3.286	0.0	7.1	57.1	35.7
Maintains contact with personnel working in related areas	3.286	7.1	0.0	50.0	42.9
Consults with research pros, admin., to define problems, types of data pro.	3.286	7.1	7.1	35.7	50.0
Writes articles or columns for professional publications	3.286	7.1	0.0	50.0	42.9
Prepares bibliographies and other reference materials	3.286	7.1	7.1	35.7	50.0
Edits publications, news articles, manuals, reports, press releases,	3.286	7.1	14.3	21.4	57.1
Prepares or assists in preparation of educational materials...	3.286	0.0	7.1	57.1	35.7

Salary Groups 13 and 14 only - page 6

Duties	Mean	Always	Often	Sometimes	Never
Monitors current expenditures	3.357	0.0	21.4	21.4	57.1
Conducts comprehensive library research-uses journals, dissertations	3.357	7.1	7.1	28.6	57.1
Writes publications, news articles, manuals, reports, press releases	3.357	7.1	0.0	42.9	50.0
Serves as project manager for special programs	3.385	7.7	0.0	38.5	53.8
Prepares budget/accountable for expenditures	3.500	7.1	7.1	14.3	71.4
Plans and assists in conducting workshops, institutes, conferences	3.500	0.0	14.3	21.4	64.3
Participates in regional and national projects and studies	3.500	7.1	0.0	28.6	64.3
Researches legal, technical, and policy issues and assists in implementation	3.500	0.0	7.1	35.7	57.1
Analyzes complex statistical data and prepares reports and recommendations	3.500	7.1	0.0	28.6	64.3
Administers division	3.571	14.3	0.0	0.0	85.7
Coordinates development of statewide programs	3.643	7.1	0.0	14.3	78.6
Coordinates state, federal, or other government depository program	3.643	7.1	0.0	14.3	78.6
Assists and acts as professional adviser to local libraries	3.643	0.0	7.1	21.4	71.4
Organizes and conducts workshops, institutes, conferences, etc.	3.643	0.0	7.1	21.4	71.4
Conducts workshops on library services	3.714	0.0	0.0	28.6	71.4
Consults with libraries on a statewide basis to improve library services	3.714	7.1	0.0	7.1	85.7

Salary Groups 13 and 14 only - page 7

Duties	Mean	Always	Often	Sometimes	Never
Administers agency in absence of division head or director	3.786	7.1	0.0	0.0	92.9
Presents research materials at pro. meetings and prepares reports	3.786	0.0	0.0	21.4	78.6
Inputs cataloging records on national bibliographic utility	3.786	7.1	0.0	0.0	92.9
Conducts on-site visits to libraries to provide technical assistance	3.857	0.0	7.1	0.0	92.9
Plans staff development of the division/agency	3.857	0.0	0.0	14.3	85.7
Develops proposals for research studies	3.857	0.0	0.0	14.3	85.7
Prepares grant requests to Federal Government and other entities	3.857	0.0	0.0	14.3	85.7
Administers division in absence of division head or director	3.929	0.0	0.0	7.1	92.9
Consults with public librarians, officials, etc., about library development	3.929	0.0	0.0	7.1	92.9
Writes guidelines concerning research evaluation, methodology...	3.929	0.0	0.0	7.1	92.9
Presents budget/programs to legislature	4.000	0.0	0.0	0.0	100.0
Administers agency	4.000	0.0	0.0	0.0	100.0
Organizes and supervises bookmobile operation in multi-county area	4.000	0.0	0.0	0.0	100.0

Duties and Responsibilities of Librarians in State Government
1988 Survey - Salary Groups 15 and 16 only

Duties	Mean	Always	Often	Sometimes	Never
Provides information and materials in response to request	1.222	88.9	0.0	11.1	0.0
Provides reference services - finds answers/locates resources	1.333	88.9	0.0	0.0	11.1
Assists users in locating materials	1.333	88.9	0.0	0.0	11.1
Assists with development of policies/procedures	1.455	72.7	18.2	0.0	9.1
Prepares correspondence	1.455	72.7	18.2	0.0	9.1
Initiates and is responsible for development of policies/procedures	1.545	63.6	27.3	0.0	9.1
Assists with bibliographic instruction for users	1.556	77.8	0.0	11.1	11.1
Administers technical services	1.600	80.0	0.0	0.0	20.0
Selects or assists in selecting new acquisitions	1.600	70.0	0.0	30.0	0.0
Researches references questions for professional staff of agency...	1.667	66.7	11.1	11.1	11.1
Reviews current booklists/maintains lists of new books	1.667	55.6	33.3	0.0	11.1
Gathers library statistics and prepares statistical reports	1.700	60.0	20.0	10.0	10.0
Reviews literature, attends professional meetings, conferences, institutes	1.727	36.4	54.5	9.1	0.0
Cooperates with other state agencies in questions referral...	1.778	55.6	22.2	11.1	11.1

Salary Groups 15 and 16 only - page 2

Duties	Mean	Always	Often	Sometimes	Never
Coordinates maintenance of library materials-shelving, updating...	1.778	66.7	11.1	0.0	22.2
Administers public services	1.800	60.0	20.0	0.0	20.0
Determines with management, goals, objectives, procedures	2.000	30.0	50.0	10.0	10.0
Evaluates library program activities	2.000	54.5	9.1	18.2	18.2
Prepares bibliographies of library resources	2.000	44.4	22.2	22.2	11.1
Acts as subject specialist in material selection/research	2.000	50.0	20.0	10.0	20.0
Coordinates acquisitions of new library materials	2.000	60.0	10.0	0.0	30.0
Interprets rules/policies for subordinates/public	2.091	36.4	36.4	9.1	18.2
Provides reference assistance for an archive collection	2.111	44.4	11.1	33.3	11.1
Circulates materials to library users	2.111	55.6	11.1	0.0	33.3
Monitors current expenditures	2.200	60.0	0.0	0.0	40.0
Develops work standards/procedures	2.200	30.0	30.0	30.0	10.0
Assists in gathering library statistics and preparing statistical reports	2.200	40.0	20.0	20.0	20.0
Conducts data gathering (reference) interviews	2.333	44.4	11.1	11.1	33.3
Coordinates circulation policies and procedures for library	2.333	44.4	11.1	11.1	33.3
Assists with maintenance of library materials - shelving, updating..	2.333	44.4	0.0	33.3	22.2
Supervises records - personnel, budget, or library	2.400	40.0	20.0	0.0	40.0

Salary Groups 15 and 16 only - page 3

Duties	Mean	Always	Often	Sometimes	Never
Maintains awareness of the state of the art in research, method.	2.400	20.0	20.0	60.0	0.0
Administers selective dissemination of information services	2.444	33.3	22.2	11.1	33.3
Represents agency at conferences	2.455	18.2	27.3	45.5	9.1
Plans public relations materials for programs	2.500	30.0	10.0	40.0	20.0
Coordinates space planning for library/division	2.500	40.0	0.0	30.0	30.0
Consults in speciality field	2.500	30.0	10.0	40.0	20.0
Serves as liaison between library users and other information resources	2.500	20.0	30.0	30.0	20.0
Develops library tools, aids: research guides, bibliographies, finding tool	2.500	30.0	30.0	0.0	40.0
Performs special research requested by agency administrative staff/board	2.500	20.0	10.0	70.0	0.0
Supervises cataloging of materials	2.500	50.0	0.0	0.0	50.0
Performs technical and professional work in selecting, accessioning	2.500	40.0	0.0	30.0	30.0
Serves as project manager for special programs	2.545	27.3	18.2	27.3	27.3
Serves as information consultant using advanced reference knowledge...	2.556	44.4	0.0	11.1	44.4
Assists with interlibrary loan program	2.556	22.2	22.2	33.3	22.2
Conducts comprehensive library research-uses journals, dissertations	2.600	30.0	20.0	10.0	40.0
Acts as liaison with book dealers and jobbers	2.600	40.0	10.0	0.0	50.0

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Salary Groups 15 and 16 only - page 4

Duties	Mean	Always	Often	Sometimes	Never
Exchanges information with federal, state, local government officials	2.636	9.1	36.4	36.4	18.2
Serves as agency liaison to other organizations	2.636	18.2	18.2	45.5	18.2
Organizes, stores, and retrieves materials in an archive collection	2.667	22.2	22.2	22.2	33.3
Coordinates interlibrary loan program	2.667	33.3	11.1	11.1	44.4
Maintains bibliographic control of new acquisitions	2.667	44.4	0.0	0.0	55.6
Recommends changes for data storage/retrieval systems	2.700	30.0	0.0	40.0	30.0
Coordinates, approves continuing education/professional development of subordinates	2.700	20.0	20.0	30.0	30.0
Implements/coordinates microcomputer applications in library procedures	2.700	30.0	10.0	20.0	40.0
Assists with organizing microcomputer applications	2.700	30.0	10.0	20.0	40.0
Advises other libraries on practices and procedures of library work	2.727	18.2	0.0	72.7	9.1
Serves as resource person, speaker, and evaluator to interested groups	2.729	27.3	0.0	45.3	27.3
Assists in budget preparation	2.800	30.0	0.0	30.0	40.0
Plans/coordinates automated library systems	2.800	30.0	0.0	30.0	40.0
Prepares reports on effectiveness of assigned activities/recommends improve	2.800	10.0	30.0	30.0	30.0
Maintains authority control for cataloged materials	2.800	40.0	0.0	0.0	60.0

Salary Groups 15 and 16 only - page 5

Duties	Mean	Always	Often	Sometimes	Never
Performs subject and descriptive cataloging and classification ...	2.800	40.0	0.0	0.0	60.0
Prepares or assists in preparation and editing of manuals, publications...	2.818	0.0	36.4	45.5	18.2
Prepares budget/accountable for expenditures	2.889	18.2	9.1	18.2	36.4
Advises management on long-range budgetary plans	2.900	20.0	10.0	30.0	40.0
Conducts workshops on library services	2.909	18.2	0.0	54.5	27.3
Participates in regional and national projects and studies	2.909	9.1	9.1	63.6	18.2
Coordinates development of statewide programs	3.000	18.2	9.1	27.3	45.5
Maintains contact with personnel working in related areas	3.000	9.1	18.2	36.4	36.4
Writes publications, news articles, manuals, reports, press releases	3.000	10.0	10.0	50.0	30.0
Prepares or assists in preparation of training and operational manual	3.000	0.0	36.4	27.3	36.4
Prepares or assists in preparation of educational materials...	3.000	0.0	20.0	60.0	20.0
Consults with libraries on a statewide basis to improve library services	3.091	9.1	18.2	27.3	45.5
Conducts on-site visits to libraries to provide technical assistance	3.091	18.2	0.0	36.4	45.5
Prepares bibliographies and other reference materials	3.091	0.0	27.3	36.4	36.4
Administers division	3.100	20.0	10.0	10.0	60.0

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Salary Groups 15 and 16 only - page 6

Duties	Mean	Always	Often	Sometimes	Never
Assists and acts as professional adviser to local libraries	3.100	20.0	0.0	30.0	50.0
Participates in staff development of the agency	3.100	0.0	20.0	50.0	30.0
Coordinates purchases of equipment used in library, including computers	3.100	20.0	0.0	30.0	50.0
Plans and assists in conducting workshops, institutes, conferences	3.182	9.1	9.1	36.4	45.5
Consults with professional/administrative staff in library research techniques	3.200	0.0	20.0	40.0	40.0
Consults with research pros, admin., to define problems, types of data processed	3.200	10.0	0.0	60.0	30.0
Organizes and conducts workshops, institutes, conferences, etc.	3.273	9.1	0.0	45.5	45.5
Writes articles or columns for professional publications	3.273	0.0	9.1	54.5	36.4
Presents research materials at pro. meetings and prepares reports	3.300	0.0	0.0	70.0	30.0
Administers division in absence of division head or director	3.333	11.1	11.1	11.1	66.7
Coordinates state, federal, or other government depository program	3.400	10.0	10.0	10.0	70.0
Researches legal, technical, and policy issues and assists in implementation	3.400	0.0	10.0	40.0	50.0
Edits publications, news articles, manuals, reports, press releases,	3.400	0.0	10.0	40.0	50.0
Analyzes complex statistical data and prepares reports and recommendations	3.400	0.0	10.0	40.0	50.0

Salary Groups 15 and 16 only - page 7

Duties	Mean	Always	Often	Sometimes	Never
Conducts special studies, needs analysis, and long-range planning	3.400	0.0	10.0	40.0	50.0
Supervises binding of library materials	3.400	20.0	0.0	0.0	80.0
Coordinates book preservation program keeps abreast of new techniques	3.400	0.0	0.0	60.0	40.0
Administers agency in absence of division head or director	3.600	10.0	0.0	10.0	80.0
Plans staff development of the division/agency	3.600	0.0	0.0	40.0	60.0
Prepares grant requests to Federal Government and other entities	3.636	0.0	9.1	18.2	72.7
Consults with public librarians, officials, etc., about library development	3.700	10.0	0.0	10.0	80.0
Develops proposals for research studies	3.700	0.0	0.0	30.0	70.0
Writes guidelines concerning research evaluation, methodology...	3.700	0.0	10.0	10.0	80.0
Presents budget/programs to legislature	3.800	0.0	10.0	0.0	90.0
Supervises microfilming of library materials	3.800	0.0	10.0	0.0	90.0
Administers agency	3.900	0.0	0.0	10.0	90.0
Organizes and supervises bookmobile operation in multi-county area	4.000	0.0	0.0	0.0	100.0
Inputs cataloging records on national bibliographic utility	4.000	0.0	0.0	0.0	100.0

Duties and Responsibilities of Librarians in State Government
1988 Survey - Salary Group 17 and above

Duties	Mean	Always	Often	Sometimes	Never
Initiates and is responsible for development of policies/procedures	1.182	81.8	18.2	0.0	0.0
Interprets rules/policies for subordinates/public	1.615	53.8	38.5	0.0	7.7
Prepares correspondence	1.667	50.0	33.3	16.7	0.0
Coordinates purchases of equipment used in library, including computers	1.667	55.6	33.3	0.0	11.1
Develops work standards/procedures	1.692	53.8	23.1	23.1	0.0
Provides information and materials in response to request	1.700	60.0	20.0	10.0	10.0
Conducts data gathering (reference) interviews	1.727	63.6	9.1	18.2	9.1
Administers public services	1.750	66.7	8.3	8.3	16.7
Evaluates library program activities	1.750	50.0	25.0	25.0	0.0
Reviews literature, attends professional meetings, conferences, institutes	1.750	33.3	58.3	8.3	0.0
Coordinates, approves continuing education/professional development of subordinates	1.769	53.8	23.1	15.4	7.7
Selects or assists in selecting new acquisitions	1.778	55.6	22.2	11.1	11.1
Assists users in locating materials	1.800	60.0	10.0	20.0	10.0
Gathers library statistics and prepares statistical reports	1.818	45.5	27.3	27.3	0.0
Determines with management, goals, objectives, procedures	1.846	53.8	15.4	23.1	7.7

Salary Group 17 and Above - page 2

Duties	Mean	Always	Often	Sometimes	Never
Provides reference services - finds answers/locates resources	1.900	50.0	20.0	20.0	10.0
Plans/coordinates automated library systems	1.917	41.7	25.0	33.3	0.0
Monitors current expenditures	1.923	46.2	23.1	23.1	7.7
Administers technical services	2.000	58.3	8.3	8.3	25.0
Coordinates circulation policies and procedures for library	2.000	54.5	9.1	18.2	18.2
Assists with development of policies/procedures	2.077	46.2	23.1	7.7	23.1
Supervises records - personnel, budget, or library	2.083	50.0	16.7	8.3	25.0
Maintains awareness of the state of the art in research, method.	2.083	33.3	25.0	41.7	0.0
Performs technical and professional work in selecting, accessioning	2.111	55.6	11.1	0.0	33.3
Assists in budget preparation	2.154	46.2	15.4	15.4	23.1
Consults with professional/administrative staff in library research techniques	2.167	33.3	33.3	16.7	16.7
Assists with bibliographic instruction for users	2.182	36.4	27.3	18.2	18.2
Researches references questions for professional staff of agency...	2.200	30.0	30.0	30.0	10.0
Coordinates acquisitions of new library materials	2.222	55.6	0.0	11.1	33.3
Prepares budget/accountable for expenditures	2.231	46.2	15.4	7.7	30.8
Prepares reports on effectiveness of assigned activities/recommends improve	2.273	18.2	36.4	45.5	0.0

Salary Group 17 and Above - page 3

Duties	Mean	Always	Often	Sometimes	Never
Reviews current booklists/maintains lists of new books	2.300	20.0	50.0	10.0	20.0
Cooperates with other state agencies in questions referral...	2.300	30.0	30.0	20.0	20.0
Acts as subject specialist in material selection/research	2.364	27.3	27.3	27.3	18.2
Assists with organizing microcomputer applications	2.400	30.0	20.0	30.0	20.0
Administers selective dissemination of information services	2.400	30.0	30.0	10.0	30.0
Assists in gathering library statistics and preparing statistical reports	2.400	40.0	0.0	40.0	20.0
Represents agency at conferences	2.417	16.7	25.0	583.0	0.0
Develops library tools, aids: research guides, bibliographies, finding tool	2.455	9.1	45.5	36.4	9.1
Implements/coordinates microcomputer applications in library procedures	2.500	33.3	16.7	16.7	33.3
Coordinates space planning for library/division	2.500	16.7	33.3	33.3	16.7
Prepares or assists in preparation and editing of manuals, publications...	2.545	18.2	27.3	36.4	18.2
Prepares or assists in preparation of training and operational manual	2.545	27.3	9.1	45.5	18.2
Coordinates development of statewide programs	2.583	16.7	25.0	41.7	16.7
Plans public relations materials for programs	2.583	8.3	33.0	50.3	8.3
Consults in speciality field	2.583	25.0	25.0	16.7	33.3

Salary Group 17 and Above - page 4

Duties	Mean	Always	Often	Sometimes	Never
Exchanges information with federal, state, local government officials	2.583	16.7	16.7	58.3	8.3
Participates in staff development of the agency	2.583	8.3	33.3	50.0	8.3
Consults with research pros, admin., to define problems, types of data pro.	2.583	16.7	25.0	41.7	16.7
Serves as information consultant using advanced reference knowledge...	2.600	40.0	10.0	0.0	50.0
Coordinates maintenance of library materials-shelving, updating...	2.600	20.0	30.0	20.0	30.0
Advises management on long-range budgetary plans	2.615	15.4	23.1	46.2	15.4
Serves as project manager for special programs	2.667	16.7	16.7	50.0	16.7
Coordinates state, federal, or other government depository program	2.667	25.0	16.7	25.0	33.3
Serves as resource person, speaker, and evaluator to interested groups	2.667	8.3	33.3	41.7	16.7
Serves as liaison between library users and other information resources	2.667	0.0	50.0	33.3	16.7
Supervises cataloging of materials	2.667	33.3	11.1	11.1	44.4
Maintains bibliographic control of new acquisitions	2.667	44.4	0.0	0.0	556.0
Performs subject and descriptive cataloging and classification using international standards	2.667	22.2	22.2	22.2	33.3
Coordinates interlibrary loan program	2.700	30.0	10.0	20.0	40.0
Advises other libraries on practices and procedures of library work	2.750	8.3	25.0	50.0	16.7

Salary Group 17 and Above - page 5

Duties	Mean	Always	Often	Sometimes	Never
Prepares or assists in preparation of educational materials...	2.800	20.0	10.0	40.0	30.0
Circulates materials to library users	2.818	27.3	0.0	36.4	36.4
Edits publications, news articles, manuals, reports, press releases,	2.818	9.1	18.2	54.5	18.2
Conducts special studies, needs analysis, and long-range planning	2.818	9.1	27.3	36.4	27.3
Plans and assists in conducting workshops, institutes, conferences	2.833	8.3	16.7	58.3	16.7
Prepares bibliographies of library resources	2.900	0.0	20.0	70.0	10.0
Conducts comprehensive library research-uses journals, dissertations	2.909	18.2	9.1	36.4	36.4
Writes publications, news articles, manuals, reports, press releases	2.909	9.1	18.2	45.5	27.3
Conducts workshops on library services	2.917	8.3	16.7	50.0	25.0
Organizes and conducts workshops, institutes, conferences, etc.	2.917	8.3	16.7	50.0	25.0
Recommends changes for data storage/retrieval systems	3.000	8.3	25.0	25.0	41.7
Administers division	3.000	23.1	7.7	15.4	53.8
Plans staff development of the division/agency	3.000	8.3	16.7	41.7	33.3
Organizes, stores, and retrieves materials in an archive collection	3.000	20.0	10.0	20.0	50.0
Provides reference assistance for an archive collection	3.000	20.0	10.0	20.0	50.0

Salary Group 17 and Above - page 6

Duties	Mean	Always	Often	Sometimes	Never
Participates in regional and national projects and studies	3.083	8.3	8.3	50.0	33.3
Consults with libraries on a statewide basis to improve library services	3.083	8.3	16.7	33.3	41.7
Performs special research requested by agency administrative staff/board	3.091	0.0	18.2	54.5	27.3
Assists with maintenance of library materials - shelving, updating..	3.111	0.0	22.2	44.4	33.3
Acts as liaison with book dealers and jobbers	3.111	22.2	0.0	22.2	55.6
Administers division in absence of division head or director	3.182	18.2	0.0	27.3	54.5
Researches legal, technical, and policy issues and assists in implementation	3.182	0.0	27.3	27.3	45.5
Writes guidelines concerning research evaluation, methodology...	3.200	10.0	10.0	30.0	50.0
Maintains authority control for cataloged materials	3.222	22.2	0.0	11.1	66.7
Assists and acts as professional adviser to local libraries	3.250	8.3	16.7	16.7	58.3
Conducts on-site visits to libraries to provide technical assistance	3.250	8.3	16.7	16.7	58.3
Serves as agency liaison to other organizations	3.250	0.0	16.7	41.7	41.7
Assists with interlibrary loan program	3.250	12.5	0.0	37.5	50.0
Maintains contact with personnel working in related areas	3.273	0.0	9.1	54.5	36.4
Develops proposals for research studies	3.273	9.1	9.1	27.3	54.5

Salary Group 17 and Above - page 7

Duties	Mean	Always	Often	Sometimes	Never
Analyzes complex statistical data and prepares reports and recommendations	3.273	9.1	9.1	27.3	54.5
Writes articles or columns for professional publications	3.300	0.0	0.0	70.0	30.0
Consults with public librarians, officials, etc., about library development	3.333	8.3	16.7	8.3	66.7
Coordinates book preservation program; keeps abreast of new techniques	3.333	11.1	11.1	11.1	66.7
Prepares grant requests to Federal Government and other entities	3.364	0.0	0.0	63.6	36.4
Prepares bibliographies and other reference materials	3.364	0.0	0.0	63.6	36.4
Presents research materials at pro. meetings and prepares reports	3.583	0.0	0.0	41.7	58.3
Presents budget/programs to legislature	3.615	7.1	0.0	14.3	71.4
Administers agency	3.615	7.7	7.7	0.0	84.6
Administers agency in absence of division head or director	3.692	7.7	0.0	7.7	84.6
Supervises binding of library materials	3.778	0.0	0.0	22.2	77.8
Supervises microfilming of library materials	3.889	0.0	0.0	11.1	88.9
Organizes and supervises bookmobile operation in multi-county area	4.000	0.0	0.0	0.0	100.0
Inputs cataloging records on national bibliographic utility	4.000	0.0	0.0	0.0	100.0

Knowledge, Skills, and Abilities of Librarians in State Government
1988 Survey - All Respondents

Statements	Mean	Yes	No	No Answer
Ability to establish effective working relationships and communication	1.000	100.0	0.0	0.0
Ability to communicate effectively	1.000	100.0	0.0	0.0
Ability to make independent judgments	1.021	97.9	2.1	0.0
Ability to establish priorities and organize effectively ...	1.042	95.8	4.2	0.0
Ability to compile correspondence and reports	1.063	93.8	6.3	0.0
Ability to identify library problems, to offer creative solutions...	1.083	91.7	8.3	0.0
flexibility in problem solving and in coping with the stress ...	1.104	89.6	10.4	0.0
Familiarity with the resources of other state agency and local libraries	1.104	89.6	10.4	0.0
Thorough knowledge of library and reference tools, techniques and services	1.104	89.6	10.4	0.0
Extensive knowledge of agency programs, functions, principles, procedures..	1.146	85.4	14.6	0.0
Thorough knowledge of primary and secondary sources in a specialized subject	1.167	83.3	16.7	0.0
Ability to represent agency or division in appropriate forums	1.208	79.2	20.8	0.0
Ability to plan and direct the collection and preparation of information	1.208	79.2	20.8	0.0

All respondents - page 2

Statements	Mean	Yes	No	No Answer
Considerable knowledge of public, academic, or special libraries...	1.229	77.1	22.9	0.0
Sound judgment in acquiring and managing library resources...	1.250	75.0	25.0	0.0
Ability to write and edit publications	1.271	72.9	27.1	0.0
Ability to speak before groups, including leading conferences and workshop	1.271	72.9	27.1	0.0
Ability to plan, implement, and evaluate new procedures and programs	1.271	72.9	27.1	0.0
Knowledge of Federal and State laws affecting programs of the agency	1.271	72.9	27.1	0.0
Considerable knowledge of professional library techniques, practices...	1.292	70.8	29.2	0.0
Thorough knowledge of the use and application of modern office equipment..	1.313	68.8	31.3	0.0
Ability to prepare and present comprehensive statistical and narrative reports	1.396	60.4	39.6	0.0
Ability to coordinate library/division objectives with those of other divisions	1.396	64.6	33.3	2.1
Ability to train, supervise, and motivate clerical employees ...	1.417	58.3	41.7	0.0
Ability to plan and direct work of library or agency division	1.438	60.4	37.5	2.1
Knowledge of standard and appropriate research sources and ability...	1.438	56.3	43.8	0.0
Ability to develop long-range plans for highly technical programs...	1.458	54.2	45.8	0.0

All respondents - page 3

Statements	Mean	Yes	No	No Answer
Evidence of personal initiative in identifying research needs...	1.479	52.1	47.9	0.0
Ability to effectively search on-line databases	1.479	52.1	47.9	0.0
Ability to train, supervise, and motivate professional employees	1.500	50.0	50.0	0.0
Ability to provide information to various groups to stimulate interest...	1.500	50.0	50.0	0.0
Basic knowledge of specialized area of book publishing industry	1.542	45.8	54.2	0.0
Ability to plan, organize and conduct assigned phases of complex research	1.563	43.8	56.3	0.0
Knowledge of statistical concepts, methods, and their application to research	1.583	41.7	58.3	0.0
Ability to interpret complex statistical data, charts, and tables	1.583	41.7	58.3	0.0
Skill in analyzing performance reports and devising new methods in research	1.667	33.3	66.7	0.0
Knowledge of measurement, testing, and evaluation	1.667	33.3	66.7	0.0
Ability to interpret and publish research findings	1.708	29.2	70.8	0.0
Extensive knowledge of office management and personnel administration	1.729	35.4	62.5	2.1

APPENDIX VI

Knowledge, Skills, and Abilities of Librarian in State Government
1988 Survey - ALL MLS Respondents

Statements	Mean	Yes	No	No Answer
Ability to establish effective working relationships and communication	1.000	100.0	0.0	0.0
Ability to communicate effectively	1.000	100.0	0.0	0.0
Ability to establish priorities and organize effectively ...	1.026	97.4	2.6	0.0
Ability to make independent judgments	1.026	97.4	2.6	0.0
Ability to compile correspondence and reports	1.077	92.3	7.7	0.0
Ability to identify library problems, to offer creative solutions...	1.103	89.7	10.3	0.0
Thorough knowledge of library and reference tools, techniques and services	1.103	89.7	10.3	0.0
Flexibility in problem solving and in coping with the stress	1.128	87.2	12.8	0.0
Familiarity with the resources of other state agency and local libraries	1.128	87.2	12.8	0.0
Extensive knowledge of agency programs, functions, principles, procedures..	1.128	87.2	12.8	0.0
Ability to plan and direct the collection and preparation of information	1.179	82.1	17.9	0.0
Thorough knowledge of primary and secondary sources in a specialized subject	1.179	82.1	17.9	0.0
Ability to represent agency or division in appropriate forums	1.231	76.9	23.1	0.0
Ability to write and edit publications	1.256	74.4	25.6	0.0

All MLS Respondents - Page 2

Statements	Mean	Yes	No	No Answer
Ability to speak before groups, including leading conferences and workshop	1.256	74.4	25.6	0.0
Thorough knowledge of the use and application of modern office equipment..	1.256	74.4	25.6	0.0
Sound judgment in acquiring and managing library resources...	1.282	71.8	28.2	0.0
Knowledge of Federal and State laws affecting programs of the agency	1.282	71.8	28.2	0.0
Considerable knowledge of professional library techniques, practices...	1.282	71.8	28.2	0.0
Considerable knowledge of public, academic, or special libraries...	1.282	71.8	28.2	0.0
Ability to plan, implement, and evaluate new procedures and programs	1.308	69.2	30.8	0.0
Ability to prepare and present comprehensive statistical and narrative rep.	1.410	59.0	41.0	0.0
Ability to train, supervise, and motivate clerical employees ...	1.410	59.0	41.0	0.0
Ability to coordinate library/division objectives with those of other div.	1.436	61.5	35.9	2.6
Ability to effectively search on-line databases	1.436	56.4	43.6	0.0
Knowledge of standard and appropriate research sources and ability...	1.436	56.4	43.6	0.0
Ability to plan and direct work of library or agency division	1.462	59.0	38.5	0.0

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All MLS Respondents - Page 3

Statements	Mean	Yes	No	No Answer
Ability to develop long-range plans for highly technical programs...	1.462	53.8	46.2	0.0
Ability to train, supervise, and motivate professional employees	1.487	51.3	48.7	0.0
Evidence of personal initiative in identifying research needs...	1.513	48.7	51.3	0.0
Ability to provide information to various groups to stimulate interest...	1.513	48.7	51.3	0.0
Ability to plan, organize and conduct assigned phases of research	1.538	46.2	53.8	0.0
Basic knowledge of specialized area of book publishing industry	1.564	43.6	56.4	0.0
Knowledge of statistical concepts, methods, and their application to research	1.564	43.6	56.4	0.0
Ability to interpret complex statistical data, charts, and tables	1.590	41.0	59.0	0.0
Skill in analyzing performance reports and devising new methods in research	1.615	38.5	61.5	0.0
Extensive knowledge of office management and personnel administration	1.615	38.5	61.5	0.0
Knowledge of measurement, testing, and evaluation	1.615	38.5	61.5	0.0
Ability to interpret and publish research findings	1.667	33.3	66.7	0.0

Knowledge, Skills, and Abilities of Librarians in State Government
1988 Survey - MLS Degree without Exempt Positions

Duties	Mean	Always	Often	Sometimes
Ability to establish effective working relationships and communication	1.000	100.0	0.0	0.0
Ability to communicate effectively	1.000	100.0	0.0	0.0
Ability to establish priorities and organize effectively ...	1.029	97.1	2.9	0.0
Ability to make independent judgments	1.029	97.1	2.9	0.0
Ability to compile correspondence and reports	1.086	91.4	8.6	0.0
Thorough knowledge of library and reference tools, techniques and services	1.086	91.4	8.6	0.0
Ability to identify library problems, to offer creative solutions...	1.114	88.6	11.4	0.0
Flexibility in problem solving and in coping with the stress ...	1.143	85.7	14.3	0.0
Familiarity with the resources of other state agency and local libraries	1.143	85.7	14.3	0.0
Extensive knowledge of agency programs, functions, principles, procedures..	1.143	85.7	14.3	0.0
Thorough knowledge of primary and secondary sources in a specialized subject	1.143	85.7	14.3	0.0
Ability to plan and direct the collection and preparation of information	1.171	82.9	17.1	0.0
Ability to represent agency or division in appropriate forums	1.229	77.1	22.9	0.0

MLS degree without Exempt Positions - Page 2

Statements	Mean	Yes	No	No Answer
Ability to speak before groups, including leading conferences and workshop	1.257	74.3	25.7	0.0
Ability to write and edit publications	1.286	71.4	28.6	0.0
Knowledge of Federal and State laws affecting programs of the agency	1.286	71.4	28.6	0.0
Thorough knowledge of the use and application of modern office equipment..	1.286	71.4	28.6	0.0
Considerable knowledge of professional library techniques, practices...	1.286	71.4	28.6	0.0
Sound judgment in acquiring and managing library resources...	1.314	68.6	31.4	0.0
Considerable knowledge of public, academic, or special libraries...	1.314	68.6	31.4	0.0
Ability to plan, implement, and evaluate new procedures and programs	1.343	65.7	34.3	0.0
Ability to train, supervise, and motivate clerical employees ...	1.371	62.9	37.1	0.0
Ability to effectively search on-line databases	1.400	60.0	40.0	0.0
Knowledge of standard and appropriate research sources and ability...	1.400	60.0	40.0	0.0
Ability to prepare and present comprehensive statistical and narrative rep.	1.429	57.1	49.9	0.0
Ability to coordinate library/division objectives with those of other div.	1.457	60.0	37.1	2.9
Ability to develop long-range plans for highly technical programs...	1.486	51.4	48.6	0.0

MLS degree without Exempt Positions - Page 3

Statements	Mean	Yes	No	No Answer
Ability to plan and direct work of library or agency division	1.514	54.3	42.9	2.9
Evidence of personal initiative in identifying research needs...	1.514	48.6	51.4	0.0
Ability to train, supervise, and motivate professional employees	1.514	48.6	51.4	0.0
Ability to provide information to various groups to stimulate interest...	1.514	48.6	51.4	0.0
Basic knowledge of specialized area of book publishing industry	1.543	45.7	54.3	0.0
Knowledge of statistical concepts, methods, and their application to research	1.543	45.7	54.3	0.0
Ability to plan, organize and conduct assigned phases of complex research	1.543	45.7	54.3	0.0
Ability to interpret complex statistical data, charts, and tables	1.571	42.9	57.1	0.0
Extensive knowledge of office management and personnel administration	1.600	40.0	60.0	0.0
Skill in analyzing performance reports and devising new methods in research	1.629	37.1	62.9	0.0
Knowledge of measurement, testing, and evaluation	1.629	37.1	62.9	0.0
Ability to interpret and publish research findings	1.657	34.3	65.7	0.0

Knowledge, Skills, and Abilities of Librarians in State Government 1988 Survey - Respondents not in a library agency

Statements	Mean	Yes	No	No Answer
Ability to establish effective working relationships and communication	1.000	100.0	0.0	0.0
Ability to communicate effectively	1.000	100.0	0.0	0.0
Ability to establish priorities and organize effectively ...	1.000	100.0	0.0	0.0
Ability to plan and direct the collection and preparation of information	1.000	100.0	0.0	0.0
Flexibility in problem solving and in coping with the stress ...	1.000	100.0	0.0	0.0
Familiarity with the resources of other state agency and local libraries	1.000	100.0	0.0	0.0
Thorough knowledge of primary and secondary sources in a specialized subject	1.000	100.0	0.0	0.0
Ability to compile correspondence and reports	1.050	95.0	5.0	0.0
Ability to identify library problems, to offer creative solutions...	1.050	95.0	5.0	0.0
Ability to make independent judgments	1.050	95.5	5.0	0.0
Ability to plan and direct work of library or agency division	1.050	95.0	5.0	0.0
Extensive knowledge of agency programs, functions, principles, procedures..	1.050	95.0	5.0	0.0
Thorough knowledge of library and reference tools, techniques and services	1.050	95.0	5.0	0.0

Respondents not in a Library Agency - Page 2

Statements	Mean	Yes	No	No Answer
Sound judgment in acquiring and managing library resources...	1.100	90.0	10.0	0.0
Ability to coordinate library/division objectives with those of other div.	1.100	90.0	10.0	0.0
Ability to plan, implement, and evaluate new procedures and programs	1.100	90.0	10.0	0.0
Considerable knowledge of public, academic, or special libraries...	1.100	90.0	10.0	0.0
Knowledge of Federal and State laws affecting programs of the agency	1.150	85.0	15.0	0.0
Considerable knowledge of professional library techniques, practices...	1.200	80.0	20.0	0.0
Ability to represent agency or division in appropriate forums	1.250	75.0	25.0	0.0
Thorough knowledge of the use and application of modern office equipment..	1.250	75.0	25.0	0.0
Knowledge of standard and appropriate research sources and ability...	1.250	75.0	25.0	0.0
Evidence of personal initiative in identifying research needs...	1.300	70.0	30.0	0.0
Ability to write and edit publications	1.350	65.0	35.0	0.0
Ability to train, supervise, and motivate clerical employees ...	1.350	65.0	35.0	0.0
Ability to prepare and present comprehensive statistical and narrative rep.	1.400	60.0	40.0	0.0
Ability to speak before groups, including leading conferences and workshop	1.400	60.0	40.0	0.0

Respondents not in a Library Agency - Page 3

Statements	Mean	Yes	No	No Answer
Ability to provide information to various groups to stimulate interest...	1.400	60.0	40.0	0.0
Ability to effectively search on-line databases	1.450	55.0	45.0	0.0
Ability to develop long-range plans for highly technical programs...	1.500	50.0	50.0	0.0
Basic knowledge of specialized area of book publishing industry	1.500	50.0	50.0	0.0
Ability to train, supervise, and motivate professional employees	1.550	45.0	55.0	0.0
Ability to plan, organize and conduct assigned phases of complex research	1.550	45.0	55.0	0.0
Ability to interpret complex statistical data, charts, and tables	1.650	35.0	65.0	0.0
Knowledge of statistical concepts, methods, and their application to research	1.700	30.0	70.0	0.0
Ability to interpret and publish research findings	1.700	30.0	70.0	0.0
Skill in analyzing performance reports and devising new methods in research	1.750	25.0	75.0	0.0
Extensive knowledge of office management and personnel administration	1.750	45.0	50.0	0.0
Knowledge of measurement, testing, and evaluation	1.800	20.0	80.0	0.0

Knowledge, Skills, and Abilities of Librarians in State Government
1988 Survey - Salary Group 11 only

Duties	Mean	Always	Often	Sometimes
Ability to establish effective working relationships and communication	1.000	100.0	0.0	0.0
Ability to communicate effectively	1.000	100.0	0.0	0.0
Ability to make independent judgments	1.000	0.0	0.0	0.0
Familiarity with the resources of other state agency and local libraries	1.000	100.0	0.0	0.0
Thorough knowledge of library and reference tools, techniques and services	1.000	100.0	0.0	0.0
Thorough knowledge of primary and secondary sources in a specialized subject	1.000	100.0	0.0	0.0
Ability to compile correspondence and reports	1.143	85.7	14.3	0.0
Ability to establish priorities and organize effectively ...	1.143	85.7	14.3	0.0
Ability to identify library problems, to offer creative solutions...	1.143	85.7	14.3	0.0
Flexibility in problem solving and in coping with the stress ...	1.143	85.7	14.3	0.0
Extensive knowledge of agency programs, functions, principles, procedures..	1.143	85.7	14.3	0.0
Thorough knowledge of the use and application of modern office equipment..	1.143	85.7	14.3	0.0
Ability to speak before groups, including leading conferences and workshop	1.429	57.1	42.9	0.0

Group 11 Only - Page 2

Statements	Mean	Yes	No	No Answer
Ability to represent agency or division in appropriate forums	1.429	57.1	42.9	0.0
Ability to plan and direct the collection and preparation of information	1.429	57.1	42.9	0.0
Knowledge of Federal and State laws affecting programs of the agency	1.429	57.1	42.9	0.0
Considerable knowledge of public, academic, or special libraries...	1.429	57.1	42.9	0.0
Knowledge of standard and appropriate research sources and ability...	1.429	57.1	42.9	0.0
Ability to write and edit publications	1.571	42.9	57.1	0.0
Ability to prepare and present comprehensive statistical and narrative rep.	1.571	42.9	57.1	0.0
Ability to plan, implement, and evaluate new procedures and programs	1.571	42.9	57.1	0.0
Evidence of personal initiative in identifying research needs...	1.571	42.9	57.1	0.0
Ability to effectively search on-line databases	1.571	42.9	57.1	0.0
Ability to train, supervise, and motivate clerical employees ...	1.571	42.9	57.1	0.0
Basic knowledge of specialized area of book publishing industry	1.571	42.9	57.1	0.0
Considerable knowledge of professional library techniques, practices...	1.571	42.9	57.1	0.0
Sound judgment in acquiring and managing library resources...	1.714	28.6	71.4	0.0

Group 11 Only - Page 3

Statements	Mean	Yes	No	No Answer
Ability to plan and direct work of library or agency division	1.714	28.6	71.4	0.0
Ability to coordinate library/division objectives with those of other div.	1.714	28.6	71.4	0.0
Ability to develop long-range plans for highly technical programs...	1.714	28.6	71.4	0.0
Ability to train, supervise, and motivate professional employees	1.714	28.6	71.4	0.0
Ability to provide information to various groups to stimulate interest...	1.714	28.6	71.4	0.0
Knowledge of statistical concepts, methods, and their application to research	1.714	28.6	71.4	0.0
Ability to plan, organize and conduct assigned phases of complex research	1.714	28.6	71.4	0.0
Extensive knowledge of office management and personnel administration	1.857	14.3	85.7	0.0
Knowledge of measurement, testing, and evaluation	1.857	14.3	85.7	0.0
Ability to interpret and publish research findings	1.857	14.3	85.7	0.0
Skill in analyzing performance reports and devising new methods in research	2.000	0.0	100.0	0.0
Ability to interpret complex statistical data, charts, and tables	2.000	100.0	0.0	0.0

Knowledge, skills, and abilities of Librarians in State Government
1988 Survey - Salary Groups 13 and 14 only

Statements	Mean	Yes	No	No Answer
Ability to establish effective working relationships and communication	1.000	100.0	0.0	0.0
Ability to communicate effectively	1.000	100.0	0.0	0.0
Ability to establish priorities and organize effectively ...	1.000	100.0	0.0	0.0
Thorough knowledge of library and reference tools, techniques and services	1.000	100.0	0.0	0.0
Ability to compile correspondence and reports	1.071	92.9	7.1	0.0
Ability to make independent judgments	1.071	92.9	7.1	0.0
Flexibility in problem solving and in coping with the stress ...	1.071	92.9	7.1	0.0
Extensive knowledge of agency programs, functions, principles, procedures..	1.071	92.9	7.1	0.0
Thorough knowledge of primary and secondary sources in a specialized subject	1.071	92.9	7.1	0.0
Ability to identify library problems, to offer creative solutions...	1.143	85.7	14.3	0.0
Ability to plan and direct the collection and preparation of information	1.143	85.7	14.3	0.0
Familiarity with the resources of other state agency and local libraries	1.143	85.7	14.3	0.0
Considerable knowledge of public, academic, or special libraries...	1.214	78.6	21.4	0.0

Salary Groups 13 and 14 Only - Page 2

Statements	Mean	Yes	No	No Answer
Ability to speak before groups, including leading conferences and workshop	1.286	71.4	28.6	0.0
Ability to represent agency or division in appropriate forums	1.286	71.4	28.6	0.0
Sound judgment in acquiring and managing library resources...	1.286	71.4	28.6	0.0
Knowledge of Federal and State laws affecting programs of the agency	1.286	71.4	28.6	0.0
Ability to train, supervise, and motivate clerical employees ...	1.286	71.4	28.6	0.0
Ability to plan and direct work of library or agency division	1.357	64.3	35.7	0.0
Ability to plan, implement, and evaluate new procedures and programs	1.357	64.3	35.7	0.0
Ability to effectively search on-line databases	1.357	64.3	35.7	0.0
Considerable knowledge of professional library techniques, practices...	1.357	64.3	35.7	0.0
Ability to write and edit publications	1.429	57.1	42.9	0.0
Thorough knowledge of the use and application of modern office equipment..	1.429	57.1	42.9	0.0
Basic knowledge of specialized area of book publishing industry	1.429	57.1	42.9	0.0
Ability to interpret complex statistical data, charts, and tables	1.429	57.1	42.9	0.0
Ability to coordinate library/division objectives with those of other div.	1.500	64.3	28.6	7.1

Salary Groups 13 and 14 Only - Page 3

Statements	Mean	Yes	No	No Answer
Ability to develop long-range plans for highly technical programs...	1.500	50.0	50.0	0.0
Evidence of personal initiative in identifying research needs...	1.500	50.0	50.0	0.0
Knowledge of statistical concepts, methods, and their application to research	1.500	50.0	50.0	0.0
Knowledge of standard and appropriate research sources	1.500	50.0	50.0	0.0
Ability to prepare and present comprehensive statistical and narrative reports	1.571	42.9	57.1	0.0
Extensive knowledge of office management and personnel administration	1.571	42.9	57.1	0.0
Knowledge of measurement, testing, and evaluation	1.571	42.9	57.1	0.0
Ability to plan, organize and conduct assigned phases of complex research	1.571	42.9	57.1	0.0
Skill in analyzing performance reports and devising new methods in research	1.643	35.7	64.3	0.0
Ability to train, supervise, and motivate professional employees	1.643	35.7	64.3	0.0
Ability to provide information to various groups to stimulate interest...	1.643	35.7	64.3	0.0
Ability to interpret and publish research findings	1.714	28.6	71.4	0.0

Knowledge, Skills, and Abilities of Librarians in State Government
1988 Survey - Salary Groups 15 and 16 only

Statement	Mean	Yes	No	No Answer
Ability to establish effective working relationships and communication	1.000	100.0	0.0	0.0
Ability to communicate effectively	1.000	100.0	0.0	0.0
Ability to represent agency or division in appropriate forums	1.000	100.0	0.0	0.0
Ability to make independent judgments	1.000	100.0	0.0	0.0
Ability to compile correspondence and reports	1.091	90.9	9.1	0.0
Ability to write and edit publications	1.091	90.9	9.1	0.0
Ability to speak before groups, including leading conferences and workshop	1.091	90.9	9.1	0.0
Ability to establish priorities and organize effectively ...	1.091	90.9	9.1	0.0
Ability to identify library problems, to offer creative solutions...	1.091	90.9	9.1	0.0
Ability to plan and direct the collection and preparation of information	1.182	81.8	18.2	0.0
Familiarity with the resources of other state agency and local libraries	1.182	81.8	18.2	0.0
Thorough knowledge of primary and secondary sources in a specialized subject	1.182	81.8	18.2	0.0
Ability to prepare and present comprehensive statistical and narrative report	1.273	72.7	27.3	0.0

Salary Groups 15 and 16 Only - Page 2

Statements	Mean	Yes	No	No Answer
Sound judgment in acquiring and managing library resources...	1.273	72.7	27.3	0.0
Flexibility in problem solving and in coping with the stress ...	1.273	72.7	27.3	0.0
Ability to plan, implement, and evaluate new procedures and programs	1.273	72.7	27.3	0.0
Extensive knowledge of agency programs, functions, principles, procedures..	1.273	72.7	27.3	0.0
Ability to train, supervise, and motivate clerical employees ...	1.273	72.7	27.3	0.0
Considerable knowledge of professional library techniques, practices...	1.273	72.7	27.3	0.0
Thorough knowledge of library and reference tools, techniques and services	1.273	72.7	27.3	0.0
Ability to develop long-range plans for highly technical programs...	1.364	63.6	36.4	0.0
Knowledge of Federal and State laws affecting programs of the agency	1.364	63.6	36.4	0.0
Knowledge of measurement, testing, and evaluation	1.364	63.6	36.4	0.0
Ability to coordinate library/division objectives with those of other div.	1.455	54.5	45.5	0.0
Ability to train, supervise, and motivate professional employees	1.455	54.5	45.5	0.0
Considerable knowledge of public, academic, or special libraries...	1.455	54.5	45.5	0.0
Ability to provide information to various groups to stimulate interest...	1.455	54.5	45.5	0.0

Salary Groups 15 and 16 Only - Page 3

Statements	Mean	Yes	No	No Answer
Evidence of personal initiative in identifying research needs...	1.545	45.5	54.5	0.0
Basic knowledge of specialized area of book publishing industry	1.545	45.5	54.5	0.0
Knowledge of standard and appropriate research sources and ability...	1.545	45.5	54.5	0.0
Ability to plan, organize and conduct assigned phases of complex research	1.545	45.5	54.5	0.0
Skill in analyzing performance reports and devising new methods in research	1.636	36.4	63.6	0.0
Thorough knowledge of the use and application of modern office equipment..	1.636	36.4	63.6	0.0
Ability to effectively search on-line databases	1.636	36.4	63.6	0.0
Knowledge of statistical concepts, methods, and their application to research	1.636	36.4	63.6	0.0
Ability to interpret complex statistical data, charts, and tables	1.636	36.4	63.6	0.0
Ability to interpret and publish research findings	1.636	36.4	63.6	0.0
Ability to plan and direct work of library or agency division	1.727	45.5	45.5	9.1
Extensive knowledge of office management and personnel administration	1.727	27.3	72.7	0.0

Knowledge, Skills, and Abilities of Librarians in State Government
1988 Survey - Salary Groups 17 and above

Statements	Mean	Yes	No	No answer
Ability to establish effective working relationships and communication	1.000	100.0	0.0	0.0
Ability to communicate effectively	1.000	100.0	0.0	0.0
Ability to compile correspondence and reports	1.000	100.0	0.0	0.0
Ability to establish priorities and organize effectively ...	1.000	100.0	0.0	0.0
Ability to identify library problems, to offer creative solutions...	1.000	100.0	0.0	0.0
Ability to make independent judgments	1.000	100.0	0.0	0.0
Sound judgment in acquiring and managing library resources...	1.000	100.0	0.0	0.0
Flexibility in problem solving and in coping with the stress ...	1.000	100.0	0.0	0.0
Thorough knowledge of the use and application of modern office equipment..	1.000	100.0	0.0	0.0
Considerable knowledge of public, academic, or special libraries...	1.000	100.0	0.0	0.0
Ability to write and edit publications	1.077	92.3	7.7	0.0
Ability to plan, implement, and evaluate new procedures and programs	1.077	92.3	7.7	0.0
Familiarity with the resources of other state agency and local libraries	1.077	92.3	7.7	0.0

Salary Groups 17 and above - page 2

Statements	Mean	Yes	No	No Answer
Extensive knowledge of agency programs, functions, principles, procedures..	1.077	92.3	7.7	0.0
Knowledge of Federal and State laws affecting programs of the agency	1.077	92.3	7.7	0.0
Considerable knowledge of professional library techniques, practices...	1.077	92.3	7.7	0.0
Thorough knowledge of library and reference tools, techniques and services	1.077	92.3	7.7	0.0
Ability to speak before groups, including leading conferences and workshop	1.154	78.6	14.3	7.1
Ability to represent agency or division in appropriate forums	1.154	84.6	15.4	0.0
Ability to plan and direct the collection and preparation of information	1.154	84.6	15.4	0.0
Ability to plan and direct work of library or agency division	1.154	84.6	15.4	0.0
Ability to coordinate library/division objectives with those of other div.	1.154	84.6	15.4	0.0
Ability to prepare and present comprehensive statistical and narrative rep.	1.231	76.9	23.1	0.0
Ability to train, supervise, and motivate professional employees	1.231	76.9	23.1	0.0
Ability to develop long-range plans for highly technical programs...	1.308	69.2	30.8	0.0
Ability to provide information to various groups to stimulate interest...	1.308	69.2	30.8	0.0
Thorough knowledge of primary and secondary sources in a specialized subject	1.308	69.2	30.8	0.0

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Salary Groups 17 and above - page 3

Statements	Mean	Yes	No	No Answer
Evidence of personal initiative in identifying research needs...	1.385	61.5	38.5	0.0
Skill in analyzing performance reports and devising new methods in research	1.462	53.8	46.2	0.0
Ability to effectively search on-line databases	1.462	50.0	42.9	7.1
Knowledge of standard and appropriate research sources and ability...	1.462	53.8	46.2	0.0
Ability to train, supervise, and motivate clerical employees ...	1.538	46.2	53.8	0.0
Ability to plan, organize and conduct assigned phases of complex research	1.538	46.2	53.8	0.0
Basic knowledge of specialized area of book publishing industry	1.615	38.5	61.5	0.0
Knowledge of statistical concepts, methods, and their application to research	1.615	38.5	61.5	0.0
Knowledge of measurement, testing, and evaluation	1.615	38.5	61.5	0.0
Ability to interpret and publish research findings	1.615	38.5	61.5	0.0
Ability to interpret complex statistical data, charts, and tables	1.692	30.8	69.2	0.0
Extensive knowledge of office management and personnel administration	1.846	46.2	46.2	7.7

CATEGORY 1 - REFERENCE-RESEARCH: PROVIDES INFORMATION, GATHERS DATA, RESEARCHES QUESTIONS, PREPARES PUBLICATIONS AND REPORTS

1. PROVIDES INFORMATION AND MATERIALS IN RESPONSE TO REQUEST

Rank	Group
1 of 9	All Respondents
1 of 12	MLS Respondents
1 of 13	Classified,MLS Respondents
5 of 32	Respondents NOT in a library agency
4 of 4	Salary Group 11 Respondents
1 Of 15	Salary Group 13,14 Respondents
1 Of 21	Salary Group 15,16 Respondents
6 of 20	Salary Groups 17 and above Respondents

2. PROVIDES REFERENCE SERVICES - FINDS ANSWERS/LOCATES RESOURCES

Rank	Group
3 of 9	All Respondents
3 of 12	MLS Respondents
2 Of 13	Classified, MLS Respondents
4 of 32	Respondents NOT in a library agency
1 of 4	Salary Group 11 Respondents
2 of 15	Salary Groups 13,14 Respondents
2 of 21	Salary Groups 15,16 Respondents
16 of 20	Salary Groups 17 and above Respondents

3.ASSISTS USERS IN LOCATING MATERIALS

Rank	Group
2 of 9	All Respondents
2 of 12	MLS Respondents
3 Of 13	Classified, MLS Respondents
1 of 32	Respondents NOT in a library agency
2 of 4	Salary Group 11 Respondents
3 of 15	Salary Groups 13,14 Respondents
3 of 21	Salary Groups 15,16 Respondents
13 of 20	Salary Groups 17 and above Respondents

4. RESEARCHES REFERENCE QUESTIONS FOR PROFESSIONAL STAFF OF AGENCY

Rank	Group
7 of 12	MLS Respondents
6 of 13	Classified, MLS Respondents
14 of 32	Respondents NOT in a library agency
3 of 4	Salary Group 11 Respondents
9 of 15	Salary Groups 13,14 Respondents
10 of 21	Salary Groups 15,16 Respondents

5. ASSISTS WITH BIBLIOGRAPHIC INSTRUCTION FOR USERS

Rank	Group
13 of 13	Classified, MLS Respondents
11 of 32	Respondents NOT in a library agency
13 of 15	Salary Groups 13,14 Respondents
7 of 21	Salary Groups 15,16 Respondents

6. CONDUCTS DATA GATHERING (REFERENCE) INTERVIEWS

Rank	Group
12 of 12	MLS Respondents
11 Of 13	Classified, MLS Respondents
23 of 32	Respondents NOT in a library agency
7 of 20	Salary Groups 17 and above Respondents

7. ADMINISTERS SELECTIVE DISSEMINATION OF INFORMATION SERVICES

Rank	Group
21 of 32	Respondents NOT in a library agency

8. ACTS AS SUBJECT SPECIALIST IN MATERIAL SELECTION/RESEARCH

Rank	Group
20 of 21	Salary Groups 15,16 Respondents

9. DEVELOPS LIBRARY TOOLS, AIDS: RESEARCH GUIDES, BIBLIOGRAPHIES, FINDING TOOLS

29 of 32	Respondents NOT in a library agency
14 of 15	Salary Groups 13,14 Respondents

10. PREPARES BIBLIOGRAPHIES OF LIBRARY RESOURCES

29 of 32	Respondents NOT in a library agency
14 of 15	Salary Groups 13,14 Respondents

Compares with:

19 duties in Salary Group 21
3 duties in Salary Group 20
14 duties in Salary Group 19
38 duties in Salary Group 18
42 duties in Salary Group 17
13 duties in Salary Group 16
17 duties in Salary Group 15
15 duties in Salary Group 14
11 duties in Salary Group 13
0 duties in Salary Group 12
5 duties in Salary Group 11

Comparable tasks by other state employees, with salary group:

Salary Group 21

Advises in the development of publications on school plant, school lunch, and school transportation (Director, Administrative Services)

Assists in preparing and interpreting agency policy statements and actions for legislative and congressional representatives (Research and Information Specialist)

Assists local school administrators and boards of education on problems concerning school administration and conducts workshops and conferences to study these problems (Director, Administrative Services)

Conceives, plans, and executes public information programs, seminars and conferences at the state, regional and local levels designed to familiarize and inform various publics of agency objectives and functions and of availability of agency programs, services and resources (Research and Information Specialist)

Conducts interviews and researches various sources to obtain information to satisfy the completeness and accuracy of the content of printed products (Research and Information Specialist)

Conducts or directs the conducting of surveys and excavations with respect to significant archaeological and historic sites in Texas (State Archaeologist)

Consults with local school administrators and boards of school trustees on special, local problems (Director, Administrative Services)

Consults with writers, editors and commentators in interpreting the agency's regulatory activities and programs (Research and Information Specialist)

Develops materials for the council, state board, governor, state legislature and other interested groups concerning technical-vocational education in Texas (Program Officer III)

Implements a program of public information and education on the archaeology and history of Texas (State Archaeologist)

Maintains an inventory of significant sites of archaeological and historic interest, both prehistoric and historic (State Archaeologist)

Maintains close liaison with the media and disseminates information of public interest regarding agency hearings, meetings and other related functions; coordinates media visits (Research and Information Specialist)

Prepares, edits and distributes informational releases (Research and Information Specialist)

Prepares or assists in the preparation of bulletins and other publications concerned with school administration (Director, Administrative Services)

Prepares or assists in the preparation of reports on projects in school administration that are financed by organizations other than the Texas Education Agency but are carried out with the assistance of Agency personnel (Director, Administrative Services)

Prepares or supervises the preparation of reports, surveys, and publications (State Archaeologist)

Provides consultative services to agency staff regarding public or professional meetings, seminars, conferences and open hearings (Research and Information Specialist)

Serves as coordinator in development of the Handbook for Local School Officials (Director, Administrative Services)

Translates vague, technical or legal jargon into a style and vocabulary for non-technical audiences to comprehend (Research and Information Specialist)

Salary Group 20

Confers with representatives of business, industry, government, and the information and education field on the development of potential utilization of new or innovative programs, technologies, equipment, or instructional materials (Director, Instructional Media Division)

Prepares detailed reports (Director, Instructional Media Division)

Provides consultative assistance in the areas of learning resources centers, educational television, computer assisted and computer managed instruction, and in the evaluation, acquisition, delivery, and use of instructional materials and equipment (Director, Instructional Media Division)

Salary Group 19

Acts as research consultant in the area of research techniques to professional, and administrative staff (Research Associate)

Assists in the preparation of special and annual reports (Administrator of Technical Programs II)

Conducts program analysis studies to develop and recommend solutions to problems; implements solutions approved by higher level management (Administrator of Technical Programs II)

Consults with researchers on experimental design; assists in obtaining data and discusses interpretations with them (Research Associate)

Develops materials for the council, state board, governor, state legislature and other interested groups concerning technical-vocational education in Texas (Program Officer II)

Edits and approves bulletins and technical manuals prepared by staff members and instructors (Educational Program Director)

Edits reports and special publications (Administrator of Technical Programs II)

Formulates research design and supervises the appropriate methods of analysis and presentation of results (Research Associate)

Handles correspondence regarding technical program activities (Administrator of Technical Programs II)

Prepares and directs the preparation of techniques and procedures used by supervisory staff in the improvement of supervisory and consultative services to local school administrators and teachers (Educational Program Director)

Prepares training and operational manuals, educational materials and information programs (Administrator of Technical Programs II)

Provides consultative service to local schools throughout the state for the purpose of improving classroom instruction (Education Program Director)

Reviews, organizes and supervises all data collection; establishes subject selection procedures; makes all final decisions regarding experimental procedures (Research Associate)

Supervises the preparation of agency curriculum publications and instructional materials (Educational Program Director)

Salary Group 18

Advises school administrators in the utilization of instructional facilities, technology and instructional resources (Research Associate)

Applies or selects manual or computer analysis methodologies appropriate to data collected; determines relevance, draws conclusions, and makes recommendations regarding service delivery program redirection (Research Specialist III)

Arranges record access for reporting services (Director of Records Service)

Assists in preparation of class and item catalog (Specifications Chief)

Assists in the planning and development of educational program (Education Research Specialist II)

Assists with reports and attends staff meetings (Specifications Chief)

Clarifies specific needs of requesting individuals and coordinates plans for distribution and/or display of products (Information Specialist III)

Completes drafts and position papers for department (Special Education Specialist II)

Conducts interviews and researches various sources to obtain information to satisfy the completeness and accuracy of the content of products (Information Specialist III)

Conducts research and prepares written analyses and recommendations concerning improvement of assessment and/or evaluation procedures (Education Research Specialist II)

Coordinates with program managers, administrators and executive staff who request products to obtain information regarding product's audience, use, and its overall goal (Information Specialist III)

Edits and approves conceptualized copy, design, script and/or storyboard to arrive at polished, professional finished products (Information Specialist III)

Interprets agency policies and programs in the area of specialization (Education Specialist II)

Interprets agency policies and programs relating to area of specialization (Administrative Program Specialist II, Occupational Education Specialist II)

Maintains an awareness of the state of the art in research, demonstration, and evaluation methodologies (Research Specialist III)

May coordinate agency multimedia information campaigns (Information Specialist III)

May prepare statistical records and analyses from records processed (Director of Records Service)

May provide consultative and other services in setting up school/training programs (Administrative Program Specialist II)

Participates in the writing and design of publications (Occupational Education Specialist I)

Participates in the writing and design of publications/reports (Education Guidance Specialist II)

Participates in the writing and design of publications/reports (Education Specialist II)

Prepares and presents comprehensive statistical and narrative reports detailing research and evaluation, findings, and recommendations (Research Specialist III)

Prepares reports ranging from literature reviews to analysis of result of studies conducted (Education Research Specialist II)

Prepares/reviews various reports, evaluates educational programs and makes pertinent recommendations (Occupational Education Specialist II)

Provides consultative services to administrators and educators of schools and colleges, and other interested groups in planning for instructional improvements, curriculum, and administrative support in schools and colleges (Occupational Education Specialist II)

Provides consultation to research staff relating to research design, planning, instrumentation, statistical analysis, and written and oral reporting (Research Specialist III)

Provides consultative assistance to administrators of schools, education service centers, other units of state government serving handicapped children, colleges and universities, parents, and other interested groups concerning education of the handicapped (Special Education Specialist II)

Provides consultative services in planning, developing, and implementing specialized school or training programs (Administrative Program Specialist II)

Provides consultative services to local school administrators, educators, and other interested groups in planning for research and evaluation activities (Education Research Specialist II)

Provides consultative services to school administrators, educators, and other interested groups in planning for instructional programs improvements or administrative support in public schools, colleges and universities (Education Specialist II)

Provides consultative services to school administrators, teachers, and other groups involved in guidance, counseling, and testing programs (Education Guidance Specialist II)

Renders advice in the use of instructional facilities, technology, and resources and in the development of standards (Education Specialist II)

Reviews legislation, regulations, and policies to determine impact upon research, demonstration, and evaluation activities. (Research Specialist III)

Serves as resource person, speaker, and evaluator to interested groups (Education Research Specialist II)

Suggests concept, design, copy, and script and is responsible for the accuracy, consistency, effectiveness, and distribution method of materials produced for and by the department (Information Specialist III)

Supervises and participates in the research and study of commodities and the evaluation of their properties (Specifications Chief)

Supervises the writing, editing, publishing and distributing of specifications lists and manuals (Specifications Chief)

Translates vague, technical or legal language into a style and vocabulary to fit a specific audience (Information Specialist III)

Salary Group 17

Assists in the planning and development of educational programs (Education Research Specialist I)

Assists in the planning and development of educational programs (Education Specialist I)

Assists in the preparation of training and operational manuals, educational materials and information programs (Administrator of Technical Programs I)

Assists principal investigator in organizing, summarizing, and tabulating data including statistical analysis, tables, and graphs (Research Specialist II)

Conducts comprehensive library research using professional journals, dissertations, abstracts, and other literature; prepares abstracts of materials (Research Specialist II)

Coordinates the handling, reduction, and analysis of field and historical data, and reviews data to maintain a necessary high quality and quantity of data and program output (Research Specialist II)

Develops administrative procedures, standards and methods; prepares or assists in preparing manuals and publications (Administrative Assistant)

Develops and presents training or guidance programs relating to student opportunity (Education Guidance Specialist I)

Handles correspondence regarding technical program activities (Administrator of Technical Programs I)

Initiates and reviews correspondence pertaining to technical research problems and assists in resolving problems and recommending solutions; prepares reports on phases of research which may include maps, graphs, and other visual aids (Research Specialist II)

Interprets policies, regulations, and procedures, and recent developments in medical records administration (Senior Registered Records Administrator)

Maintains and expands through research the inventory of archaeological sites (Archaeologist III)

May assist in the preparation of special and annual reports (Administrator of Technical Programs I)

May do preliminary writing on issue and position papers (Special Education Specialist I)

May edit reports and special publications (Administrator of Technical Programs I)

May provide consultative and other services in setting up specialized programs to include: conducting workshops, assisting in establishing standards, and acting as approval authority for changes in program (Administrative Program Specialist I)

Monitors court cases and other legal procedures and works with attorneys in efforts to preserve and protect land and underwater archaeological resources under appropriate laws and rules (Archaeologist III)

Participates in the writing and design of publications (Occupational Education Specialist I, Education Guidance Specialist I, Education Research Specialist I, Education Specialist I)

Participates in the writing and preparation of publications (Consultant Instructional Services)

Plans, prepares, or supervises the preparation of periodic and special reports (Administrative Assistant)

Prepares analysis in publishable scientific format, including the presentation of papers at professional and scientific meetings (Research Specialist II)

Prepares reports on effectiveness of program activities (Administrator of Technical Programs I)

Program officer will... assist the committees and members with research projects assigned by the Chairman, gather data, information and materials for the purpose of analysis and recommendation ... (Program Officer I)

Provides consultative services in planning, developing, and implementing specialized school or training programs (Administrative Program Specialist I)

Provides consultative services to administrators and educators of schools and colleges and representatives of other interested groups in planning for instructional improvements in one or more curriculum area included in elementary and secondary schools and/or colleges (Occupational Education Specialist I)

Provides consultative services to administrators of schools, academies, and colleges, teachers, instructors, and representatives of other interested groups in planning for instructional improvements in one or more curriculum areas included in elementary and secondary schools and academies, and in colleges offering programs of teacher education, law enforcement, or fire protection and safety courses (Consultant Instructional Services)

Provides consultative services to local school administrators, educators, and other interested groups in planning for research and evaluation activities (Education Research Specialist II)

Provides consultative service to school administrators and educators, service centers, and other interested groups in planning for instructional improvement in one or more curriculum areas and in the use of instructional facilities. (Education Specialist I)

Provides consultative services to school administrators, teachers, and other groups involved in guidance, counseling, and testing programs (Education Guidance Specialist I)

Provides information and assistance on land and/or underwater archaeology and cultural resource management to the public and other agencies (Archaeologist III)

Provides technical assistance in broad or speciality areas of education (Special Education Specialist I)

Provides technical assistance to local education administrators regarding application/contract preparation and implementation of related administrative and financial management (Fiscal Program Specialist I)

Reports, writes, and publishes on agency research activities and/or cultural resource management (Archaeologist III)

Selects and gathers data, information and materials for agency use (Program Officer I)

Serves as a resource person, speaker, and evaluator to groups of teachers, administrators, lay organizations, or others working on specific problems (Consultant Instructional Services)

Serves as resource person, speaker, and evaluator to interested groups (Education Research Specialist I, Education Specialist I, Occupational Education Specialist I)

Supervises and instructs personnel in proper procedures for micro-filming records, revising critical forms and reporting systems, and filing medical records (Senior Registered Records Administrator)

Salary Group 16

Defines pictures to be taken and writes or supervises the writing of cut lines and articles on agency activities (Information Specialist I)

Designs and directs public information and public education campaigns relating to agency services (Information Specialist II)

Makes studies of special projects and prepares reports on those projects for circulation interdepartmentally and/or to other publics (Information Specialist II)

May create marketing strategies, cost/benefit proposals, brochures, newsletters, letterhead, 35mm slide art, transparency art, television graphics, training packages, advertising, posters, forms manuals, and special campaigns (Information Specialist II)

May do special research requested by agency's administrative staff or supervisory board (Information Specialist II)

May supervise development and production of informational programs and materials (Information Specialist II)

May write script and assist in producing films for use by the agency (Information Specialist II)

Prepares periodic and special reports (Staff Services Assistant)

Responds to general information inquiries about agency activities (Information Specialist II)

Supplies the media with information and photographs (Information Specialist II)

Writes, advises or supervises the writing and release of press notices (Information Specialist II)

Writes fact sheets for the use of students preparing papers, themes and reports on various aspects of the agency's work (Information Specialist II)

Writes speeches and articles for agency personnel (Information Specialist II)

Salary Group 15

Assists and participates in the conduct of professional research (Research Specialist I)

Assists state or local officials in establishing records schedules, by appraising records for permanent historical or other continuing value. (Archivist III)

Collects, compiles, and prepares data for presentation in graphic, tabular or written form; analyzes data; develops procedures (Research Specialist I)

Conducts and/or participates in archaeological investigations, preservation/stabilization programs, field and laboratory experimentation and analyses (Archaeologist II)

Conducts data gathering interviews; may recruit, train and supervise interviewers; designs and modifies questionnaires. Serves as lead-worker or supervisory over clerical and technical assistants (Research Specialist I)

Confers with various groups on results of experiments or studies, and may serve as consultant to others in specialty field (Research Specialist I)

Consults with clinical and scientific research professional, administrators, and data processing personnel to define problems, types of data processed, analyses, and reports required (Research Specialist I)

May author articles, papers, and reports for publications or in-house distribution; communicates research results to colleagues through journals, periodicals and other media; presents papers at conferences and institutes (Research Specialist I)

May prepare staff manuals and other publications (Archivist III)

May provide professional consultance and advice on Antiquities Code compliance to departmental personnel (Archaeologist II)

May research legal, technical, and policy issues (Administrative Technician IV)

Prepares maps, cross sections and photographic plates for archaeological publications, files and records (Archaeologist II)

Provides interpretations in response to complex inquiries regarding rules, regulations, policies and procedures (Administrative Technician IV)

Provides professional assistance and technical advice to local historical societies, historical commissions, and others (Archivist III)

Researches, writes, designs, or edits agency publications such as brochures, forms, manuals, reports and charts (Administrative Technician IV)

Searches and reviews literature to develop new research proposals (Research Specialist I)

Writes guidelines concerning research evaluation, methodology, strategy, and analyses in a form usable by other staff members (Research Specialist I)

Salary Group 14

Consults with the division or service within the agency which needs communication help, and suggests plans for achieving the communication goals of the unit ((Information Specialist I)

Establishes and maintains functional technical indexes and teaching files (Registered Records Administrator)

Gives technical assistance relative to the techniques to be used in the preparation of graphic and visual materials to training personnel (Instructional Media Technician)

Prepares plans for public and agency informational programs and campaigns (Information Specialist I)

Protects client's/patient's confidentiality and responds to requests for historical information (Registered Records Administrator)

Provides technical advisory services to agency personnel responsible for planning visual presentations in all areas of agency operation (Instructional Media Technician)

Responds to general information inquiries about agency activities (Information Specialist I)

Responsible for preparation of graphics utilized in videotape productions (Instructional Media Technician)

Selects and summarizes information from clinical records in response to professional requests (Registered Records Administrator)

Serves as a technical resource person to departments and districts engaged in the development of visuals which are coordinated with specific subject content (Instructional Media Technician)

Works with audiovisual producers, radio producers, film and television producers, to translate scripts into finished productions for internal and external communications (Information Specialist I)

Writes both informational and educational scripts for radio, and television, films, filmstrips, multi-media and slide shows (Information Specialist I)

Writes copy for presentation to agency staff, other governmental units, and the general public (Information Specialist I)

Writes, edits, and lays out agency newsletters, newspapers, or bulletins (Information Specialist I)

Writes press notices, public service announcements, articles, television and radio programs, special features, and annual reports (Information Specialist I)

Salary Group 13

Assists government agencies or private individuals in locating materials relevant to research needs and answers reference questions in person, by phone or mail (Archivist II)

Appraises records of state or local government offices and recommends appropriate disposition (Archivist II)

Conducts thorough scientific investigations and produces comprehensive archaeological reports which satisfy the antiquities Code and provide maximum information for utilization in preparation of preservation plans (Archaeologist I)

Makes presentations to visiting professional, student, or other groups (Archivist II)

May conduct archaeological surveys and projects at existing state recreational parks (Archaeologist I)

May consult with libraries, archives, and government offices to advise on archival or records management practices. (Archivist II)

May engage in research for compilation of text for historical publications and exhibits. (Archivist II)

May prepare and edit manuscripts for publication or design layouts for interpretive exhibits (Archivist III)

May research and test materials, specify appropriate materials and techniques and supervise or monitor construction (Archaeologist I)

Participates as archaeologist on preservation planning teams (Archaeologist)

Performs background research, recommends and conducts archaeological investigations, writes narratives and summaries, develops value series and produces comprehensive plans for historic site developments (Archaeologist I)

Salary Group 12

Salary Group 11

Arranges and describes state or local government records and historical manuscripts (Archivist I)

Assists archives users in locating materials appropriate to their research needs (Archivist I)

May assist with special projects such as records manuals and other publications (Archivist I)

Provides professional reference and research services to archives users in person, by phone or mail (Archivist I)

Researches and writes administrative histories and provenance statements for record groups (Archivist I)

CATEGORY 2 - COOPERATION WITH OTHER GROUPS

1. COOPERATES WITH OTHER STATE AGENCIES IN QUESTION REFERRAL

Rank	Group
9 of 9	All respondents
8 Of 12	MLS Respondents
7 of 13	Classified, MLS Respondents
18 of 32	Respondents NOT in a library agency
4 Of 15	Salary Groups 13,14 Respondents
14 of 21	Salary Groups 15,16 Respondents

Compares with:

9 duties in Salary Group 21
2 duties in Salary Group 20
7 duties in Salary Group 19
19 duties in Salary Group 18
30 duties in Salary Group 17
1 duties in Salary Group 16
3 duties in Salary Group 15
1 duties in Salary Group 14
5 duties in Salary Group 13
0 duties in Salary Group 12
1 duties in Salary Group 11

Comparable tasks by other state employees, with salary group

Salary Group 21

Assists local school administrators and boards of education on problems concerning school administration and conducts workshops and conferences to study these problems (Director, Administrative Services)

Conceives, plans and executes public information programs, seminars and conferences at the state, regional and local levels designed to familiarize and inform various publics of agency objectives and functions and of availability of agency programs, services and resources (Research and Information Specialist)

Consults with local school administrators and boards of school trustees on special, local problems (Director, Administrative Services)

Coordinates the administrative leadership program of the Texas Education Agency with similar programs conducted in institutions on higher education (Director, Administrative Services)

Develops materials for the council, state board, governor, state legislature and other interested groups concerning technical-vocational education in Texas (Program Officer III)

Enters into cooperative and contractual work in pre-historic and historic archaeology with other state agencies, the federal government, state or private institutions and others (State Archaeologist)

Maintains liaison with program management, executive staff, and administrators to coordinate development, effectiveness and use of printed products (Research and Information Specialist)

May serve as consultant and panelist to college and university summer workshops on governmental services (Research and Information Specialist)

Works with program directors in the planning and administration of school plant, school lunch and school transportation services (Director, Administrative Services)

Salary Group 20

Confers with representatives of business, industry, government, and the information and education field on the development and potential utilization of new or innovative programs, technologies, equipment, or instructional materials (Director, Instructional Media)

Participates in state, regional, and national meetings conducted for professional development and instructional materials development and utilization, and in education and information technologies relating to the activities of the division (Director, Instructional Media Division)

Salary Group 19

Confers with school board members, superintendents, teachers, and publishing company representatives, interpreting agency policies and new programs relating to curriculum and instruction (Educational Program Director)

Develops materials for the council, state board, governor, state legislature and other interested groups concerning technical-vocational education in Texas (Program Officer II)

Evaluates reports submitted by local school officials describing operation of education programs and confers with school officials, assistant state supervisors and the appropriate Assistant Commissioner in improvement of programs when reports indicate improvement is needed (Educational Program Director)

Maintains contact with personnel working in related areas in other states and the federal government (Administrator of Technical Programs II)

May participate in coordinated committees in the agency as well as other state agencies (Education Program Director)

Provides consultative service to public school officials, staff of police academies and teachers concerned with statewide and community surveys, class organization and operation, curriculum planning, equipment selection and the layout and construction of shops and laboratories (Educational Program Director)

Reviews and evaluates program reports submitted periodically from schools and confers with school officials and teachers regarding methods of improving instructional programs (Educational Program Director)

Salary Group 18

Advises on development of service agreements between ESC/LEA and other agencies in the provision of educational services (Special Education Specialist II)

Establishes effective lines of communication between local school districts, ESCs, national and state offices relating to guidance and counseling matters (Education Guidance Specialist II)

Exchanges research, demonstration, and evaluation information with Federal agencies, other states, other state agencies, and local governments to avoid unnecessary duplication and to ensure mutual assistance in solving allied problems (Research Specialist III)

Maintains liaison with program management, executive staff, and administrators to coordinate development, effectiveness and use of media communications products (Information Specialist III)

May serve on coordinated intra-agency or inter-agency committee (Fiscal Program Specialist II)

Negotiates terms and conditions of applications or contracts with local education agency administrators with applicable laws, regulations and guidelines (Fiscal Program Specialist II)

Participates in regional and national programs and studies (Education Guidance Specialist II)

Participates in regional and national programs and studies (Education Research Specialist II)

Plans and conducts workshops for local education agencies regarding application /contract preparation and implementation of related administrative and financial management (Fiscal Program Specialist III)

Provides and/or coordinates consultative services to department staff regarding public or professional meetings, seminars, conferences, and open hearings (Information Specialist III)

Provides consultative assistance to administrators of schools, education service centers, other units of state government serving handicapped children, colleges and universities, parents, and other interested groups concerning education of the handicapped (Special Education Specialist II)

Provides consultative services to administrators and educators of schools and colleges, and other interested groups in planning for instructional improvements, curriculum, and administrative support in schools and colleges (Occupational Education Specialist II)

Provides consultative services to local school administrators, educators, and other interested groups in planning for assessment and evaluation activities (Education Research Specialist II)

Provides consultative services to school administrators, educators, and other interested groups in planning for instructional program improvements or administrative support in public schools, colleges and universities (Education Specialist II)

Reviews and approves applications from local schools and education service centers for the allocation of state and federal funds in meeting the educational needs of handicapped children (Special Education Specialist II)

Reviews complex applications/contracts for financial assistance under state and federal programs for legal-fiscal compliance and program content (Fiscal Program Specialist II)

Reviews reports by educational agencies and makes recommendations (Education Specialist II)

Works with professional and lay groups to improve and develop standards for upgrading instruction at all levels of Education in Texas (Occupational Education Specialist II)

Works with professional and lay groups to improve and develop standards for upgrading special education instruction and related services at all levels of schools and universities of the State (Special Education Specialist II)

Salary Group 17

Advises local school administrators and local education agencies in the utilization of instructional facilities (Occupational Education Specialist I)

Assists in the planning and development of educational programs using existing state and local education resources and materials of instruction (Consultant Instructional Services)

Assists school administrators and educators in planning laboratories and other facilities (Occupational education Specialist I)

Assists school administrators, instructors, and teachers in planning laboratories and other facilities (Consultant Instructional Services)

Cooperates and participates in the reporting programs of the National Institute of Mental Health, the Southern Region of Mental Health Statisticians, and other federal, state, and local organizations requesting data (Senior Registered Records Administrator)

Cooperates with each division and works closely with institutions on research projects requiring medical records data (Senior Registered Records Administrator)

Coordinates and participates in the performance of a variety of professional special education activities designed to assist schools in their educational programs for handicapped students (Special Education Specialist I)

Coordinates program or project with other governmental agencies and private organizations (Administrative Assistant)

Develops and provides leadership to local school administrators and local governments or combinations of local governments in the utilization of instructional facilities (Consultant Instructional Services)

Establishes effective lines of communication between local school districts, ESCs, national and state offices relating to guidance and counseling matters (Education Guidance Specialist I)

Maintains contact with personnel working in related areas in other states and the federal government (Administrator of Technical Programs I)

May serve on coordinated committees within the agency or in other state agencies (Fiscal Program Specialist I)

Monitors progress under permits issued by state or federal agencies (Archaeologist III)

Participates in regional and national programs and studies (Education Guidance Specialist I)

Participates in regional and national programs and studies (Education Research Specialist I)

Participates in regional and national programs and studies to bring their findings and conclusions to specialized educational programs of Texas, and shares Texas' program developments with other states (Consultant, Instructional Services)

Program officer will ...work with other state agencies in securing data, information and materials (Program Officer I)

Provides consultative services to administrators and educators of schools and colleges, and representatives of other interested groups in planning for instructional improvements in one or more curriculum area included in elementary and secondary schools and/or colleges (Occupational Education Specialist I)

Provides consultative services to administrators of schools, academies, and colleges, teachers, instructors, and representatives of other interested groups in planning for instructional improvements in one or more curriculum areas included in elementary and secondary schools and academies, and in colleges offering programs of teacher education, law enforcement, or fire protection and safety courses (Consultant Instructional Services)

Provides consultative services to local school administrators, educators, and other interested groups in planning for research and evaluation activities (Education Research Specialist I)

Provides consultative services to school administrators and educators, service centers, and other interested groups in planning for instructional improvements in one or more curriculum areas and in the use of instructional facilities (Education Specialist I)

Provides consultative services to school administrators, teachers, and other groups involved in guidance, counseling, and testing programs (Education Guidance Specialist I)

Provides consultative services to school administrators, counselors, teachers, and others interested in improving counselor preparation programs (Education Guidance Specialist I)

Provides information and assistance on land and/or underwater archaeology and cultural resource management to the public and other agencies (Archaeologist III)

Provides technical assistance to local education administrators to comply with applicable laws, regulations, and guidelines (Fiscal Program Specialist I)

Reviews and negotiates terms and conditions of applications or contracts with local education agency administrators to comply with applicable laws, regulations, and guidelines (Fiscal Program Specialist I)

Reviews plans for various construction projects which impact lands of the federal government, the sTate or its political subdivisions or private lands which involve federal funds or permits and require archaeological resource protection under the appropriate laws and rules (Archaeologist III)

Serves as a resource person, speaker, and evaluator to groups of teachers, administrators, lay organizations, or others working on specific problems (Consultant Instructional Services)

Visits school districts, colleges, and academies, and prepares written analysis and recommendations concerning improvement of the instructional program (Consultant Instructional Services)

Works with the landmark designation process under federal and/or state regulations (Archaeologist III)

Salary Group 16

Confers with various groups on results of experiments or studies, and may serve as consultant to others in specialty field (Research Specialist I)

Salary Group 15

Assists state or local officials in establishing records schedules, by appraising records for permanent historical or other continuing value (Archivist III)

Coordinates work between organizational units of the agency and with local, state, and federal agencies and private organizations (Administrative Technician IV)

Provides professional assistance and technical advice to local historical societies, historical commissions, and others (Archivist III)

Salary Group 14

Serves as a technical resource person to departments and districts engaged in the development of visuals which are coordinated with specific subject content (Instructional Media Technician)

Salary Group 13

Appraises records of state or local government offices and recommends appropriate disposition (Archivist II)

Assists government agencies or private individuals in locating materials relevant to research needs, and answers reference questions in person, by phone or mail (Archivist II)

May assist in the transfer of records from state or local government offices to state archives or regional depositories (Archivist II)

May be responsible for an area comprising several depository regions; explains regional programs to local public officials (Archivist II)

May consult with libraries, archives, and government offices to advise on archival or records management practices (Archivist II)

Salary Group 12

Salary Group 11

Transfers records from state or local government offices to State Archives or regional depositories (Archivist I)

CATEGORY 3 - ADMINISTRATION

1. ADMINISTERS PUBLIC SERVICES

Rank	Group
4 of 9	All Respondents
5 of 12	MLS Respondents
5 of 13	Classified, MLS Respondents
3 of 32	Respondents NOT in a library agency
7 of 15	Salary Groups 13,14 Respondents
16 of 21	Salary Groups 15,16 Respondents
8 of 20	Salary groups 17 and above Respondents

2. ADMINISTERS TECHNICAL SERVICES

Rank	Group
7 of 9	All Respondents
11 of 12	MLS Respondents
12 of 13	Classified, MLS Respondents
2 of 32	Respondents NOT in a library agency
10 of 15	Salary Groups 13,14 Respondents
8 of 21	Salary Groups 15,16 Respondents
19 of 20	Salary groups 17 and above Respondents

Compares with:

6 duties in Salary Group 21
5 duties in Salary Group 20
12 duties in Salary Group 19
21 duties in Salary Group 18
15 duties in Salary Group 17
7 duties in Salary Group 16
7 duties in Salary Group 15
4 duties in Salary Group 14
3 duties in Salary Group 13
0 duties in Salary Group 12
0 duties in Salary Group 11

Comparable tasks by other state employees, with salary group:

Salary Group 21

Directs the development of procedures, operating instructions, and training for activities within the division (Division Director)

Directs the preparation of the annual and biennial division budget; advises management of long-range budgetary plans necessary to implement new programs (Division Director)

Implements a program of public information and education on the archaeology and history of Texas (State Archaeologist)

Initiates, implements and directs programs, policies and procedures to effect the preservation of the archaeological and historical heritage of Texas (State Archaeologist)

Supervises and directs the activities of a large staff of professional, technical, and clerical personnel (Division Director)

Supervises the maintaining and determining of the repository of cataloged collections of artifacts and other materials of historic and archaeological interest (State Archaeologist)

Works with program directors in the planning and administration of School Plant, School Lunch, and School Transportation Services (Director, Administrative Services)

Salary Group 20

Administers and interprets policies and procedures (Director, Instructional Media Division)

Participates in agency and task force meetings to ensure integration of the division's programs with current and long-range planning (Director, Instructional Media Division)

Plans and organizes media service activities (Director, Instructional Media Division)

Provides effective leadership for the implementation of the long-range plans for instructional resources, redirection and improvement of existing services to meet the goals and objectives of the division (Director, Instructional Media Division)

Resolves technical and administrative problems (Director, Instructional Media Division)

Salary Group 19

Develops and recommends program guidelines, policies and procedures for review and approval by administrative superiors (Administrator of Technical Programs II)

Directs a program of evaluative research and clinical program information and analysis for an agency with responsibility for planning, coordinating, conducting, and administering all related research functions (Research Associate)

Formulates and administers the research department goals, budget, and operations (Research Associate)

Formulates research design and supervises the appropriate methods of analysis and presentation of results (Research Associate)

Participates in the development of program goals and objectives (Administrator of Technical Program II)

Prepares and directs the preparation of techniques and procedures used by supervisory staff in the improvement of supervisory and consultative service to local school administrators and teachers (Educational Program Director)

Prepares all budgetary reports; administers all allotted monies (Research Associate)

Prepares training and operational manuals, educational materials and information programs (Administrator of Technical Programs II)

Reviews, organizes, and supervises all data collection; establishes subject selection procedures; makes all final decisions regarding experimental procedures (Research Associate)

Supervises a professional and clerical staff with responsibility for the professional development of subordinate research workers (Research Associate)

Supervises professional, technical and clerical personnel (Administrator of Technical Programs II)

Supervises the preparation of agency curriculum publications and instructional materials (Educational Program Director)

Salary Group 18

Coordinates activities of Education Guidance Specialist I)

Coordinates activities of subordinates (Occupational Education Specialist II, Education Specialist II)

Critiques research, grant proposals, and evaluation plans submitted by various departmental staff and other agencies (Research Specialist III)

Designs and coordinates specific projects assigned to the division (Education Research Specialist II)

Establishes priorities and monitors research programs; approves work plans, and effects changes necessary to achieve goals and objectives (Research Specialist III)

Establishes procedures and develops standards of performance for Specifications Section (Specifications Chief)

May prepare the division's budget, interview job applicants and perform other administrative duties (Education Research Specialist II)

May supervise agency audiovisual or graphics unit (Information Specialist III)

May supervise operation of agency print and audiovisual library (Information Specialist III)

May supervise research, demonstration, and evaluation team members (Research Specialist III)

Participates in routine staff functions related to departmental policy, procedures, administration and program development (Administrative Program Specialist II)

Performs or supervises implementation of research variables and collection of data (Research Specialist III)

Reviews reports and recommends program improvement (Administrative Programs Specialist II)

Supervises activities of Administrative Program Specialist I)

Supervises, and participates in the research and study of commodities and the evaluation of their properties (Specifications Chief)

Supervises, assists, and trains new staff as needed (Fiscal Program Specialist II)

Supervises maintenance of pre-audit standards (Director of Records Service)

Supervises planning and installation of central records system, central permits issuance and renewal program, record pre-audit system and record reproduction procedures (Director of Records Service)

Supervises the maintenance of a file system for the Specifications Section (Specifications Chief)

Supervises the writing, editing, publishing and distributing of specification lists and manuals (Specification Chief)

Salary Group 17

Acts as lead worker to research assistants and coordinates their work so that planned studies are completed on schedule (Research Specialist II)

Assists in the preparation of training and operational manuals, educational materials and information programs (Administrator of Technical Programs I)

Conducts and supervises land or underwater archaeological research projects (Archaeologist III)

Develops administrative procedures, standards and methods; prepares or assists in preparing manuals and publications (Administrative Assistant)

Interprets policies, regulations, and procedures, and recent developments in medical records administration (Senior Registered Records Administrator)

May provide consultative and or other services in setting up specialized programs to include: conducting workshops, assisting in establishing standards, and acting as approval authority for changes in program (Administrative Program Specialist I)

Oversees the maintenance of division filing system (Administrative Assistant)

Participates in routine staff functions related to departmental policy, procedures, administration and program development (Administrative Program Specialist I)

Plans, assigns, and reviews work of technical and clerical workers (Administrative Assistant)

Plans, prepares, or supervises the preparation of periodic and special reports (Administrative ASsistant)

Reviews reports and recommends program improvement (Administrative Programs Specialist I)

Supervises contract personnel and assistants as needed (Archaeologist III)

Supervises and instructs personnel in proper procedures for micro-filming records, revising critical forms and reporting systems, and filing medical records (Senior Registered Records Administrator)

Supervises professional, technical and clerical personnel (Administrator of Technical Programs I)

Supervises the review and evaluation of program content for the purpose of developing sound administrative practices and the formulation of policies which may contribute to the improvement of public services provided by the agency (Administrative Assistant)

Salary Group 16

Interviews job applicants and makes employment recommendations (Staff Services ASsistant)

Makes recommendations for promotions, demotions, transfers, and discharges (Staff Services Assistant)

May make frequent inspections of operations to detect need for changes and improvements (Staff Services Assistant)

May supervise the preparation of employee publications (Information Specialist II)

Supervises or assists in supervising several staff services functions such as personnel, accounting, budgeting, duplicating, purchasing, training, materials and property management (Staff Services Assistant)

Supervises the preparation of specifications and requisitions for the purchase of supplies and equipment; the receipt, storing and distribution of supplies and equipment; the receipt and distribution of correspondence; the maintenance of property control records; and the duplication and distribution of printed materials (Staff Services Assistant)

Trains new employees and instructs experienced employees on new methods and procedures (Staff Services Assistant)

Salary Group 15

Conducts data gathering interviews; may recruit, train and supervise interviewers; designs and modifies questionnaires. Serves as lead-worker or supervisor over clerical and technical assistants (Research Specialist I)

Develops policies and procedures (Administrative Technician IV)

May assume responsibility for department in absence of department head (Archivist III)

Supervises and assists clerical and technical staff in compiling and analyzing data, in making calculations, and in preparing reports (Administrative Technician IV)

Supervises maintenance of records within areas of assignment (Archivist III)

Supervises professional staff members in a specialized area, such as arrangement and description of records (Archivist III)

Supervises technical and clerical personnel engaged in activities involved in the planning for, and execution of, an agency program (Administrative Technician IV)

Salary Group 14

Interviews, selects, and trains departmental personnel working under supervision; recommends promotions and changes ins status of personnel assigned (Registered Records Administrator)

May supervise subordinate professional and clerical personnel (Instructional Media Technician)

Supervise and allocates the workload, and assignment of duties to employees assigned to the medical records function (Registered Records Administrator)

Supervises and assists in maintenance of controls on registration, discharge and furlough of patients, transcribing machine and oral dictation; departmental equipment and supplies and other necessary files (Registered Records Administrator)

Salary Group 13

May be responsible for an area comprising several depository regions; explains regional programs to local public officials (Archivist II)

Plans and supervises archaeological surveys and projects, which include background research, budget and work schedule preparation, personnel interviews and hiring, procuring supplies and equipment, scheduling, arranging for transportation and field housing, and coordination with field personnel and other staff members (Archaeologist I)

Trains and supervises professional and non-professional personnel (Archivist II)

Salary Group 12

Salary Group 11

CATEGORY 4 - TECHNICAL SERVICES

1. SELECTS OR ASSISTS IN SELECTING NEW ACQUISITIONS

Rank	Group
8 of 9	All Respondents
9 of 12	MLS Respondents
10 of 13	Classified, MLS Respondents
6 of 32	Respondents NOT in a library agency
12 of 15	Salary Group 13,14 Respondents
9 of 21	Salary Group 15,16 Respondents
12 of 20	Salary Group 17 and above Respondents

2. REVIEWS CURRENT BOOKLISTS/MAINTAINS LISTS OF NEW BOOKS

Rank	Group
28 of 32	Respondents NOT in a library agency
11 of 21	Salary Group 15,16 Respondents

3. COORDINATES ACQUISITIONS OF NEW LIBRARY MATERIALS

Rank	Group
12 of 32	Respondents NOT in a library agency
21 of 21	Salary Group 15,16 Respondents

4. PERFORMS TECHNICAL AND PROFESSIONAL WORK IN SELECTING, ACCESSIONING

Rank	Group
7 of 32	Respondents NOT in a library agency
5 of 15	Salary Group 13,14 Respondents

5. SELECTS OR ASSISTS IN SELECTING NEW ACQUISITIONS

Rank	Group
9 of 32	Respondents NOT in a library agency

6. CIRCULATES MATERIALS TO LIBRARY USERS

24 of 32	Respondents NOT in a library agency
11 of 15	Salary Group 13,14 Respondents

7. COORDINATES MAINTENANCE OF LIBRARY MATERIALS-SHELVING, UPDATING...

16 of 32	Respondents NOT in a library agency
8 of 15	Salary Group 13,14 Respondents
15 of 21	Salary Group 15,16 Respondents

8. ASSISTS WITH MAINTENANCE OF LIBRARY MATERIALS - SHELVING, UPDATING...

26 of 32	Respondents NOT in a library agency

9. SUPERVISES CATALOGING OF MATERIALS

Rank	Group
8 of 32	Respondents NOT in a library agency
12 of 15	Salary Group 13,14 Respondents

10. PERFORMS SUBJECT AND DESCRIPTIVE CATALOGING AND CLASSIFICATION USING INTERNATIONAL STANDARDS

Rank	Group
17 of 32	Respondents NOT in a library agency
15 of 15	Salary Group 13,14 Respondents

11. MAINTAINS AUTHORITY CONTROL FOR CATALOGED MATERIALS

Rank	Group
30 of 32	Respondents NOT in a library agency

Compares with:

3 duties in Salary Group 21
1 duties in Salary Group 20
2 duties in Salary Group 19
8 duties in Salary Group 18
13 duties in Salary Group 17
4 duties in Salary Group 16
8 duties in Salary Group 15
8 duties in Salary Group 14
3 duties in Salary Group 13
0 duties in Salary Group 12
3 duties in Salary Group 11

Comparable tasks by other state employees, with salary group:

Salary Group 21

Conducts or directs the conducting of surveys and excavations with respect to significant archaeological and historic sties in texas (State Archaeologist)

Maintains an inventory of significant sites of archaeological and historical interest, both prehistoric and historic (State Archaeologist)

Supervises the maintaining and determining of the repository of catalogued collections of artifacts and other materials of historic and archaeological interest (State Archaeologist)

Salary Group 20

Provides consultative assistance in the areas of learning resources centers, educational television, computer assisted and computer managed instruction, and in the evaluation, acquisition, delivery, and use of instructional materials and equipment (Director, Instructional Media Division)

Salary Group 19

May study and analyze new textbooks submitted to the agency (Education Program Director)

Reviews, organizes, and supervises all data collection; establishes subject selection procedures; makes all final decisions regarding experimental procedures (Research Associate)

Salary Group 18

Arranges record access for reporting services (Director of Records Service)

Coordinates printing or duplication and audience selection of materials with internal and external printing, duplication, and distribution facilities (Information Specialist III)

Coordinates with graphics director for specific illustrative or photographic content of products and coordinates with audiovisual representative as to content of products (Information Specialist III)

May assist in the textbook adoption process (Education Specialist II)

Participates in textbook adoption process (Occupational Education Specialist II)

Prepares data for computer entry (Research Specialist III)

Supervises planning and installation of central records system, central permits issuance and renewal program, record pre-audit system and record reproduction procedures (Director of Records Service)

Supervises the maintenance of a file system for the Specifications Section (Specifications Chief)

Salary Group 17

Assists in developing and establishing systems of classification of clients/ patients and coding of all operative procedures performed in mental hospitals by standard nomenclature of diseases and operations (Senior Registered Records Administrator)

Assists in establishing a system of central, uniform reporting of biometric data for each division (Senior Registered Records Administrator)

Cooperates and participates in the reporting programs of the National Institute of Mental Health, the Southern Region of Mental Health Statisticians, and other federal, state, and local organizations requesting data (Senior Registered Records Administrator)

Coordinates the handling, reduction, and analysis of field and historical data and reviews data to maintain a necessary high quality and quantity of data and program output (Research Specialist II)

Develops administrative procedures, standards and methods (Administrative Assistant)

Establishes and updates procedures for data reduction, analysis, quality control of field data, and programming efficiency (Research Specialist II)

Formulates and develops an appropriate and adequate, medical records system in cooperation with division directors and the institutions (Senior Registered Records Administrator)

Maintains and expands through research the inventory of archaeological sites (Archaeologist III)

May assist in textbook adoption process (Education Specialist I)

May design and write computer programs for scientific applications (Research Specialist III)

Oversees the maintenance of division filing system (Administrative Assistant)

Participates in textbook adoption process (Occupational Education Specialist I)

Selects and gathers data, information and materials for agency use (Program Officer I)

Salary Group 16

May create marketing strategies, cost/benefit proposals, brochures, newsletters, letterhead, 35mm slide art, transparency art, television graphics, training packages, advertising, posters, forms manuals, and special campaigns (Information Specialist II)

May plan layout, design, illustration, production, color selection, ink and paper selection for artwork masters (Information Specialist II)

Supervises or assists in supervising several staff services functions such as personnel, accounting, budgeting, duplicating, purchasing, training, materials, and property management (Staff Services Assistant)

Supervises the preparation of specifications and requisitions for the purchase of supplies and equipment; the receipt, storing, and distribution of supplies and equipment; the receipt and distribution of correspondence; the maintenance of property control records; and the duplication and distribution of printed materials (Staff Services Assistant)

Salary Group 15

Assists state or local officials in establishing records schedules, by appraising records for permanent historical or other continuing value (Archivist III)

Develops, coordinates, and maintains record keeping system for files and records (Administrative Technician IV)

May design and write computer programs for scientific applications (Research Specialist I)

May use desk top publishing system (Administrative Technician IV)

Performs field surface reconnaissance and testing of archaeological sties (Archaeologist II)

Prepares maps, cross sections and photographic plates for archaeological publications, files and records (Archaeologist II)

Recommends procedural changes for data storage and retrieval systems (Research Specialist I)

Supervises maintenance of records within areas of assignment (Archivist III)

Salary Group 14

Analyzes and develops diagnostic and therapeutic records of medical cases; coordinates and integrates the medical records system throughout the hospital or school for all primary and secondary records and indexes which relate to the professional care of the clients/patients (Registered Records Administrator)

Assists professional medical personnel in completing accurately the medical records on each client/patient of the hospital or school, and maintains the medical case histories of all clients/patients in a state hospital or special school (Registered Records Administrator)

Establishes and maintains functional technical indexes and teaching files (Registered Records Administrator)

Gives technical assistance relative to the techniques to be used in the preparation of graphic and visual materials to training personnel (Instructional Media Technician)

Provides technical assistance to agency personnel in development of specific media presentations and publications (Instructional Media Technician)

Responsible for preparation of graphics utilized in videotape productions (Instructional Media Technician)

Takes photographs and/or shots to be used in communications materials as designed and/or scripted (Information Specialist I)

Works with graphic arts personnel to obtain necessary art for presentations, publications, and audiovisual productions (Information Specialist I)

Salary Group 13

Appraises records of state or local government offices and recommends appropriate disposition (Archivist II)

Arranges and describes state or local government records and historical manuscripts (Archivist II)

May maintain library collection (Archivist II)

Salary Group 12

Salary Group 11

Arranges and describes state or local government records and historical manuscripts (Archivist I)

Makes suggestions regarding appropriate disposition of archives and manuscripts (Archivist I)

Researches and writes administrative histories and provenance statement for record groups (Archivist I)

CATEGORY 5 - PROFESSIONAL MEETINGS AND ACTIVITIES

1. REVIEWS LITERATURE, ATTENDS PROFESSIONAL MEETINGS, CONFERENCES, INSTITUTES

Rank	Group
13 of 21	Salary Group 15,16 Respondents
10 of 20	Salary Group 17 and above Respondents

Compares with:

3 duties in salary group 21
2 duties in salary group 20
1 duties in salary group 19
11 duties in salary group 18
20 duties in salary group 17
0 duties in salary group 16
5 duties in salary group 15
4 duties in salary group 14
1 duties in salary group 13
0 duties in salary group 12
1 duties in salary group 11

Salary Group 21

Makes public addresses on behalf of agency programs (Research and Information Specialist)

May serve as consultant and panelist to college and university summer workshops on governmental services (Research and Information Specialist)

Plans and directs the Annual School Administrators Advisory Conference on Education (Director, Administrative Services)

Salary Group 20

Participates in agency and task force meetings to ensure integration of the division's programs with current and long-range planning (Director, Instructional Media Division)

Participates in state, regional, and national meetings conducted for professional development and instructional materials development and utilization, and in education and information technologies relating to the activities of the division (Director, Instructional Media Division)

Salary Group 19

Presents research material at scientific societies and prepares technical papers for publication (Research Associate)

Salary Group 18

Assists in planning, organizing, and conducting conferences and workshops (Education Research Specialist II)

Assists in planning, organizing, and conducting conferences, workshops, and planning activities (Education Guidance Specialist II)

Maintains an awareness of the state of the art in research, demonstration and evaluation methodologies (Research Specialist III)

Participates in regional and national programs and studies (Education Guidance Specialist II, Education Research Specialist II, Special Education Specialist III)

Participates in staff conferences and planning activities (Education Research Specialist II, Education Specialist II)

Participates in staff conferences and planning activities designed to strengthen instruction on a statewide basis (Occupational Education Specialist I)

Provides and/or coordinates consultative services to department staff regarding public or professional meetings, seminars, conferences, and open hearings (Information Specialist III)

Serves as resource person, speaker, and evaluator to interested groups (Education Research Specialist II)

Salary Group 17

Assists in planning, organizing, and conducting conferences and workshops (Consultant, Instructional Services, Occupational Education Specialist I, Education Research Specialist I, Education Guidance Specialist I, Education Specialist I)

Develops and presents training on guidance programs relating to student opportunity (Education Guidance Specialist I)

Keeps informed on latest developments in medical records through reading professional literature and attending professional meetings (Senior Registered Records Administrator)

May provide consultative and or other services in setting up specialized programs to include: conducting workshops, assisting in establishing standards, and acting as approval authority for changes in program (Administrative Program Specialist I)

Participates in regional and national programs and studies (Education Guidance Specialist I, Education Research Specialist I)

Participates in regional and national programs and studies to bring their findings and conclusions to specialized educational program of Texas, and shares Texas' program developments with other states (Consultant, Instructional Services)

Participates in staff conferences and planning activities (Education Guidance Specialist I)

Participates in staff conferences and planning activities (Education Research Specialist I)

Participates in staff conferences and planning activities designed to strengthen instruction on a statewide basis (Consultant Instructional Services)

Participates in staff conferences and planning activities designed to strengthen instruction on a statewide basis (Occupational Education Specialist I)

Prepares analysis in publishable scientific format, including the presentation of papers at professional and scientific meetings (Research Specialist II)

Renders assistance through workshops, conferences, on-site visits, and office visits (Fiscal Program Specialist I)

Represents agency and principal researcher at planning conferences with cooperative study groups (Research Specialist II)

Serves as a resource person, speaker, and evaluator to groups of teachers, administrators, lay organizations, or others working on specific problems (Consultant, Instructional Services)

Serves as a resource person, speaker, and evaluator to interested groups (Education Research Specialist I, Education Specialist I, Occupational Education Specialist I)

Salary Group 16

Salary Group 15

Keeps abreast of developments in specialty field through review of literature, attendance at meetings, institutes, seminars, etc. (Research Specialist I)

Makes presentations to visiting professional, student, or other groups (Archivist III)

May author articles, papers, and reports for publication or in-house distribution; communicates research results to colleagues through journals, periodicals and other media; presents papers at conferences and institutes (Research Specialist I)

Plans and assists in conducting archival workshops and seminars throughout the state (Archivist III)

Searches and reviews literature to develop new research proposals (Research Specialist I)

Salary Group 14

Attends department and staff conferences (Registered Records Administrator)

Attends staff conferences and assists in planning workshops, conferences, etc, designed to strengthen statewide training program (Instructional Media Technician)

Makes presentations to visiting professional, student, or other groups (Archivist II)

May conduct workshops on archival services (Archivist II)

Salary Group 13

May conduct workshops on archival services (Archivist II)

Salary Group 12

Salary Group 11

May give presentations to visiting professionals, students or other groups regarding the workings and resources of the archives (Archivist I)

CATEGORY 6 - PROFESSIONAL DEVELOPMENT OF SUBORDINATES

1. COORDINATES, APPROVES CONTINUING EDUCATION/PROFESSIONAL DEVELOPMENT FOR SUBORDINATES

Rank	Group
11 of 20	Salary Group 17 and above Respondents

Compares with:

2 duties in salary group 21
1 duties in salary group 20
2 duties in salary group 19
13 duties in salary group 18
11 duties in salary group 17
2 duties in salary group 16
1 duties in salary group 15
3 duties in salary group 14
0 duties in salary group 13
0 duties in salary group 12
0 duties in salary group 11

Comparable tasks by other state employees, with salary group:

Salary Group 21

Coordinates the administrative leadership program of the Texas Education Agency with similar programs conducted in institutions on higher education (Director, Administrative Services)

Provides consultative services to agency staff regarding public or professional meetings, seminars, conferences and open hearings (Research and Information Specialist)

Salary Group 20

Participates in state, regional, and national meetings conducted for professional development and instructional materials development and utilization, and in education and information technologies relating to the activities of the division (Director, Instructional Media Division)

Salary Group 19

Acts as research consultant in the area of research techniques to professional and administrative staff (Research Associate)

Supervises a professional and clerical staff with responsibility for the professional development of subordinate research workers (Research Associate)

Salary Group 18

Assists in planning, organizing, and conducting conferences and workshops, (and planning activities) (Education Guidance Specialist II)

Assists in planning, organizing, and conducting conferences and workshops, (and planning activities) (Education Research Specialist II)

Coordinates activities of Education Guidance Specialist I (Education Guidance Specialist II)

Coordinates activities of subordinates (Education Specialist II)

Coordinates activities of subordinates (Occupational Education Specialist II)

Interprets agency policies and programs relating to area of specialization (Administrative Program Specialist II)

May provide consultative and other services in setting up school/training programs (Administrative Program Specialist II)

Participates in and may serve as a leader of monitoring teams, and in the design of applications/contracts, divisional procedure, and staff development (Fiscal Program Specialist II)

Participates in staff conferences and planning activities (Education Research Specialist II, Special Education Specialist II, Education Specialist II)

Provides consultative services in planning, developing, and implementing specialized school or training programs (Administrative Program Specialist II)

Supervises, assists, and trains new staff as needed (Fiscal Program Specialist II)

Salary Group 17

Assists in planning, organizing, and conducting conferences and workshops (Consultant Instructional Services)

Assists in planning, organizing, and conducting conferences and workshops, (and planning activities) (Education Guidance Specialist I)

Assists in planning, organizing, and conducting conferences and workshops, (and planning activities) (Education Research Specialist I)

Assists in planning, organizing, and conducting conferences and workshops, (and planning activities) (Education Specialist I)

Assists in planning, organizing, and conducting conferences and workshops (Occupational Education Specialist I)

Assists in the planning and development of educational programs using existing state and local education resources and materials of instruction (Consultant Instructional Services)

Participates in designing applications/contracts, divisional procedures, and staff development (Fiscal Program Specialist I)

Participates in staff conferences and planning activities (Education Guidance Specialist I)

Participates in staff conferences and planning activities (Education Research Specialist I)

Participates in staff conferences and planning activities designed to strengthen instruction on a state-wide basis (Consultant, Instructional Services, Occupational Education Specialist I)

Plans and conducts training programs through workshops, seminars, group conferences and other appropriate suggestions and recommendations (Senior Registered Records Administrator)

Salary Group 16

May coordinate conference, workshops, and public hearings (Information Specialist II)

May plan and conduct workshops, institutes, and in-service training programs (Staff Service Assistant)

Salary Group 15

May develop and present training materials to agency staff (Administrative Technician IV)

Salary Group 14

May conduct lectures, seminars, and other educational meetings for new physicians or staff members to demonstrate and explain the value of medical records and medical care (Registered Records Administrator)

May coordinate conferences, workshops, and public hearings (Information Specialist I)

Participates in planning with agency personnel for in-service training in the area of graphics and visuals and assists them in the training program (Instructional Media Technician)

Salary Group 13

Salary Group 12

Salary Group 11

CATEGORY 7 - EVALUATION OF ACTIVITIES, DEVELOPMENT OF PROCEDURES

1. EVALUATES LIBRARY PROGRAM ACTIVITIES

Rank	Group
20 of 32	Respondents NOT in a library agency
18 of 21	Salary Group 15,16 Respondents
9 of 20	Salary Group 17 and above Respondents

2. INTERPRETS RULES/POLICIES FOR SUBORDINATES/PUBLIC

Rank	Group
2 of 20	Salary Group 17 and above Respondents

3. DEVELOPS WORK STANDARDS, PROCEDURES

Rank	Group
31 of 32	Respondents NOT in a library agency
5 of 20	Salary Group 17 and above Respondents

4. DETERMINES WITH MANAGEMENT, GOALS, OBJECTIVES, PROCEDURES

Rank	Group
32 of 32	Respondents NOT in a library agency
15 of 20	Salary Group 17 and above Respondents

5. COORDINATES CIRCULATION POLICIES AND PROCEDURES FOR LIBRARY

Rank	Group
15 of 32	Respondents NOT in a library agency
20 of 20	Salary Group 17 and above Respondents

6. ASSISTS WITH DEVELOPMENT OF POLICIES/PROCEDURES

Rank	Group
10 of 12	MLS Respondents
9 of 13	Classified, MLS Respondents
10 of 32	Respondents NOT in a library agency
4 of 21	Salary Group 15,16 Respondents

7. INITIATES AND IS RESPONSIBLE FOR DEVELOPMENT OF POLICIES/PROCEDURES

Rank	Group
6 of 9	All Respondents
6 of 12	MLS Respondents
8 of 13	Classified, MLS Respondents
13 of 32	Respondents NOT in a library agency
6 of 21	Salary Group 15,16 Respondents
1 of 20	Salary Group 17 and above Respondents

8. PLANS/COORDINATES AUTOMATED LIBRARY SYSTEMS

17 of 20	Salary Group 17 and above Respondents

Compares with:

11 duties of salary group 21
13 duties of salary group 20
22 duties of salary group 19
44 duties of salary group 18
72 duties of salary group 17
2 duties of salary group 16
13 duties of salary group 15
5 duties of salary group 14
6 duties of salary group 13
0 duties of salary group 12
1 duties of salary group 11

Salary Group 21

Assists in developing and carrying out agency policies; insures compliance with state, federal and local laws and policies relating to agency (Division Director)

Assists in preparing and interpreting agency policy statements and actions for legislative and congressional representatives (Research and Information Specialist)

Conceives, plans and executes public information programs, seminars, and conferences at the state, regional and local levels designed to familiarize and inform various publics of agency objectives and functions and of availability of agency programs, services and resources (Research and Information Specialist)

Consults with local school administrators and boards of school trustees on special, local problems (Director, Administrative Services)

Develops effective measures for the evaluation of present technical-vocational education programs and planning for new programs (Program Officer III)

Directs the development of procedures, operating instructions, and training for activities within the division (Division Director)

Initiates, implements and directs programs, policies and procedures to effect the preservation of the archaeological and historical heritage of Texas (State Archaeologist)

Maintains liaison with program management, executive staff, and administrators to coordinate development, effectiveness and use of printed products (Research and Information Specialist)

Prepares or assists in the preparation of reports on projects in school administration that are financed by organizations other than the Texas Education Agency but are carried out with the assistance of Agency personnel (Director, Administrative Services)

Prepares regulations and procedures for divisional function (Division Director)

Some specific responsibilities for which the Program Officer will provide staff support: evaluate the role and scope of secondary institutions, public junior colleges, community colleges, technical training institutes, and public senior colleges and universities in a comprehensive plan for developing manpower education and training in the State of Texas; recommend the appropriate programs to be offered at each level of training and in each of the above types of institutions; recommend a state plan designating the method and the criteria to be utilized in establishing area technical schools in keeping with current statutes; recommend and evaluate a list of programs offered by these types of institutions eligible to be funded by current appropriations; recommend methods of funding existing program and propose methods for funding new programs; suggest and evaluate pilot projects; recommend the establishment of the responsibility of these types of institutions in adult basic education, adult technical education and adult vocational eduction; recommend encourage and evaluate cooperative programs...recommend the state plan, training institutions, and means of coordination of manpower training in the state; recommend and evaluate a program of teacher certification for instructors of occupational training programs; and recommend and evaluate a state-wide plan for the development of a comprehensive program of apprenticeship training (Program Officer III)

Salary Group 20

Administers and interprets policies and procedures (Director, Instructional Media Division)

Aids in the development of standards for fund allocations that are relative to instruction resources (Director, Instructional Media Division)

Aids in the development of state plans that have to do with instructional resources programs and services (Director, Instructional Media Division)

Aids in the review of applications for grants (Director, Instructional Media Division)

Approves applications for instructional television service grants (Director, Instructional Media Division)

Confers with representatives of business, industry, government, and the information and education field on the development of potential utilization of new or innovative programs, technologies, equipment, or instructional materials (Director, Instructional Media Division)

Develops or improves work methods, procedures and policies to ensure efficient and economical use of available media resources (Director, Instructional Media Division)

May serve on Executive Planning Committee for the Agency (Director, Instructional Media Division)

May serve on the Agency Committee for Policies and Procedures (Director, Instructional Media Division)

Participates in agency and task force meetings to ensure integration of the division's programs with current and long-range planning (Director, Instructional Media Division)

Plans and organizes media service activities (Director, Instructional Media Division)

Provides consultative assistance in the areas of learning resource centers, educational television, computer assisted and computer managed instruction, and in the evaluation, acquisition, delivery, and use of instructional materials and equipment (Director, Instructional Media Division)

Provides effective leadership for the implementation of the long-range plans for Instructional Resources, redirection and improvement of existing services to meet the goals and objectives of the division (Director, Instructional Media Division)

Salary Group 19

Conducts program analysis studies to develop and recommend solutions to problems; implements solutions approved by higher level management (Administrator of Technical Programs II)

Confers with school board members, superintendents, teachers and publishing company representatives, interpreting agency policies and new programs relating to curriculum and instruction (Educational Program Director)

Develops and recommends program guidelines, policies and procedures for review and approval by administrative superiors (Administrator of Technical Programs II)

Develops effective measures for the evaluation of present technical-vocational education programs and planning for new programs (Program Officer II)

Directs a program of evaluative research and clinical program information and analysis for an agency with responsibility for planning, coordinating, conducting, and administering all related research functions (Research Associate)

Evaluates reports submitted by local school officials describing operation of education programs and confers with school officials, assistant state supervisors and the appropriate Assistant Commissioner in improvement of programs when reports indicate improvement is needed (Educational Program Director)

Formulates and administers the research department goals, budget, and operations (Research Associate)

May participate in on-site monitoring visits to local education agencies to determine legal-fiscal compliance with pertinent laws, regulations, and policies (Educational Program Director)

May serve as a member of an accreditation team in evaluating schools by accreditation standards adopted by the State Board of Education (Educational Program Director)

May serve as agency representative on advisory committees studying various phases of the instructional program (Educational Program Director)

May serve in an advisory capacity to the Accreditation Committee (Educational Program Director)

Participates in the development of program goals and objectives (Administrator of Technical Programs II)

Prepares and directs the preparation of techniques and procedures used by supervisory staff in the improvement of supervisory and consultative serve to local school administrators and teachers (Educational Program Director)

Prepares reports on effectiveness of program activities (Administrator of Technical Programs II)

Prepares training and operational manuals, educational materials and information programs (Administrator of Technical Programs II)

Reviews and evaluates program reports submitted periodically from schools and confers with school officials and teachers regarding methods of improving instructional program (Educational Program Director)

Reviews, organizes, and supervises all data collection; establishes subject selection procedures; makes all final decisions regarding experimental procedures (Research Associate)

Reviews reports furnished by field operations division to compare performance levels in different regions and districts (Administrator of Technical Programs II)

Serves on departmental committees (Research Associate)

Some specific responsibilities: Performs staff support to the agency in any and all responsibilities assigned; evaluates the role and scope of secondary institutions, public junior colleges, community colleges, technical training institutes, and public senior colleges and universities in a comprehensive plan for developing manpower education and training in the State of Texas; recommends the appropriate programs to be offered at each level of training and in each of the above types of institutions; recommends a state plan designating the method and the criteria to be utilized in establishing area technical schools in keeping with current statutes; recommends and evaluates a list of programs offered by these types of institutions eligible to be funded by current appropriations; suggests and evaluates pilot projects; recommends the establishment of the responsibility of these types of institutions in adult basic education, adult technical education and adult vocational education; recommends, encourages and evaluates cooperative programs; provides up-to-date statistical data on employment opportunities in the Texas economy; recommends a state plan for the development of a comprehensive manpower program; recommends and evaluates a program of teacher certification for instructors of occupational training programs; and recommends and evaluates a state-wide plan for the development of a comprehensive program of apprenticeship training (Program Officer II)

Supervises review and recommends for approval application for funding under various programs (Educational Program Director)

Visits field offices to confer with personnel on program problems (Administrator of Technical Programs II)

Salary Group 18

Advises on development of service agreements between ESC/LEA and other agencies in the provision of educational services (Special Education Specialist II)

Applies special education laws, policies, procedures, regulations, methods, and practices in the development and enhancement of special education programs (Special Education Specialist II)

Assists in developing plans, policies, and procedures governing conduct and administration of research, demonstration, and evaluation activities (Research Specialist III)

Assists in planning, organizing, and conducting conferences and workshops (Education Research Specialist II)

Assists in the planning and development of education programs (Education Research Specialist II)

Conducts research and prepares written analyses and recommendations concerning improvement of assessment and/or evaluation procedures (Education Research Specialist II)

Critiques research, grant proposals, and evaluation plans submitted by various departmental staff and other agencies (Research Specialist III)

Develops proposals for research undertakings; may prepare requests to federal government and other entities for funding (Research Specialist III)

Develops research instruments such as questionnaires, surveys, observation, case reading, and interviews which yield maximum information and cause minimum disruption to the activity being studied (Research Specialist III)

Establishes priorities and monitors research programs; approves work plans, and effects changes necessary to achieve goals and objectives (Research Specialist III)

Establishes procedures and develops standards of performance for specifications section (Specifications Chief)

Establishes working procedures for maintenance of central files, and reference to files by other employees and the public (Director of Records Service)

Evaluates and/or assists administrators in the evaluation of educational programs, and prepares appropriate reports/recommendations (Education Specialist II)

Identifies and evaluates issues for necessary professional staff action (Education Guidance Specialist II)

Interprets agency policies and programs in the area of specialization (Education Specialist II)

Interprets agency policies and programs relating to area of specialization (Administrative Program Specialist II, Occupational Education Specialist II)

Investigates complaints filed by teachers, parents, or concerned citizens regarding violations of state or federal laws, regulations and guidelines (Fiscal Program Specialist II)

May approve and monitor educational program (Education Specialist I)

May provide consultative and other services in setting up school/training program (Administrative Program Specialist II)

Negotiates terms and conditions of applications or contracts with local education agency administrators with applicable laws, regulations, and guidelines (Fiscal Program Specialist II)

Participates in and may serve as a leader of monitoring teams and in the design of application/contracts, divisional procedures, and staff development (Fiscal Program Specialist II)

Participates in routine staff functions related to departmental policy, procedures, administration and program development (Administrative Program Specialist II)

Participates in staff conferences and planning activities (Special Education Specialist II, Education Specialist II, Education Research Specialist II)

Participates in staff conferences and planning activities designed to strengthen instruction (Occupational Education Specialist II)

Plans, designs, and tests research and evaluation methodologies (Research Specialist III)

Prepares reports and makes program improvement recommendations (Education Guidance Specialist II)

Prepares reports and makes recommendations concerning program improvement (Special Education Specialist II)

Prepares/reviews various reports, evaluates educational programs, and makes pertinent recommendations (Occupational Education Specialist II)

Presides at joint meeting of manufacturers and State representatives, determining specifications desirable to parties concerned (Specifications Chief)

Provides consultation to research staff relating to research design, planning, instrumentation, statistical analysis, and written and oral reporting (Research Specialist III)

Provides consultative services in planning, developing, and implementing specialized school or training programs (Administrative Program Specialist II)

Provides consultative services to local school administrators, educators, and other interested groups in planning for assessment and evaluation activities (Education Research Specialist II)

Provides consultative services to school administrators, educators, and other interested groups in planning for instructional program improvements or administrative support in public schools, colleges and universities (Education Specialist II)

Provides consultative services to school administrators, teachers, publishers, and other groups relating to guidance, counseling, testing improvement, program development and evaluation, and/or standards (Education Guidance Specialist II)

Renders advice in the use of instructional facilities, technology, and resources and in the development of standards (Education Specialist II)

Reviews complex applications/contracts for financial assistance under state and federal programs for legal-fiscal compliance and program content (Fiscal Program Specialist II)

Reviews operational reports by educational agencies and makes recommendations (Education Guidance Specialist II)

Reviews reports by educational agencies and makes recommendations (Education Specialist II)

Reviews reports and recommends program improvement (Administrative Program Specialist II)

Supervises and participates in the research and study of commodities and the evaluation of their properties (Specifications Chief)

Works with management staff to determine program elements to be evaluated, focus and scope of the research, and methodologies to be used (Research Specialist III)

Works with professional and lay groups to improve and develop standards for upgrading special education instruction and related services at all levels of schools and universities of the state (Special Education Specialist II)

Salary Group 17

Advises the director on administrative matters within the division (Administrative Assistant)

Applies special education laws, methods, policies, and regulations in the development and enhancement of special education programs (Special Education Specialist I)

Assists in conducting program analysis studies to develop and recommend solutions to problems (Administrator of Technical Programs I)

Assists in coordinating medical records services with other services of the institution and makes appropriate suggestions and recommendations (Senior Registered Records Administrator)

Assists in developing and establishing systems of classification of clients/patients and coding of all operative procedures performed in mental hospitals by standard nomenclature of diseases and operations (Senior Registered Records Administrator)

Assists in implementing solutions approved by higher level personnel (Administrator of Technical Programs I)

Assists in planning and programming data for processing by tabulating equipment (Senior Registered Records Administrator)

Assists in the development of monitoring and program review reports (Special Education Specialist I)

Assists in the planning and development of educational programs (Education Specialist I, Education Research Specialist I)

Assists in the planning and development of educational programs using existing state and local education resources and materials of instruction (Consultant, Instructional Services)

Assists in the planning, development, analysis, and improvement of educational programs (Occupational Education Specialist I)

Assists in the preparation of training and operational manuals, educational materials and information programs (Administrator of Technical Programs I)

Assists medical records services in the institutions to simplify and improve procedures (Senior Registered Records Administrator)

Assists project directors with overall direction of project; assists in the planning of future studies, new research ideas, and grant applications (Research Specialist II)

Assists school administrators and educators in planning laboratories and other facilities (Occupational Education Specialist I)

Assists school administrators, instructors, and teachers in planning laboratories and other facilities (Consultant Instructional Services)

Assists the hospitals in establishing medical records committees and medical audit committees to evaluate patient care as reflected by medical records (Senior Registered Records Administrator)

Conducts research and prepares written analyses and recommendations concerning improvement of assessment and/or evaluation procedures (Education Research Specialist I)

Designs and develops training in operational manuals of procedures and techniques to meet the requirements of each type of institution and instruct personnel in their use (Senior Registered Records Administrator)

Designs and/or reviews systems and procedures for school guidance program evaluation (Education Guidance Specialist I)

Develops administrative procedures, standards and methods (Administrative Assistant)

Develops effective measures for the evaluation of present technical-vocational education and planning for new programs (Program Officer I)

Establishes and updates procedures for data reduction, analysis, quality control of field data, and programming efficiency (Research Specialist II)

Identifies and evaluates issues for necessary professional staff action (Education Guidance Specialist I)

Interprets policies, regulations, and procedures, and recent developments in medical records administration (Senior Registered Records Administrator)

May approve and monitor educational program (Education Specialist I)

May interpret agency policies and programs relating to areas of specialization (Administrative Program Specialist I)

May provide consultative and other services in setting up specialized program to include: conducting workshops, assisting in establishing standards, and acting as approval authority for changes in program (Administrative Program Specialist I)

May serve as a member of an accreditation team in evaluation of schools (Education Specialist I)

Monitors approved programs for legal-fiscal compliance with applicable applications or contracts approved by the state (Fiscal Program Specialist I)

Participates in designing application/contracts, divisional procedures, and staff development (Fiscal Program Specialist I)

Participates in routine staff functions related to departmental policy, procedures, administration and program development (Administrative Program Specialist I)

Participates in staff conferences and planning activities (Education Guidance Specialist I, Education Research Specialist I)

Participates in staff conferences and planning activities designed to strengthen instruction on a statewide basis (Occupational Education Specialist I, Consultant Instructional Services)

Prepares written analyses and recommendations for program improvement (Education Specialist I)

Prepares reports on effectiveness of program activities (Administrator of Technical Programs I)

The program officer will: assist in evaluating the role and scope of secondary institutions, public senior colleges and universities in a comprehensive plan for developing manpower education and training in the State of Texas, assist the committees and members with research projects assigned by the Chairman, gather data, information and materials for the purpose of analysis and recommendation; review and evaluate congressional records of interest; suggest and evaluate pilot projects; recommend, encourage and evaluate cooperative programs; provide up-to-date statistical data on employment opportunities in the Texas economy; recommend and evaluate a program of teacher certification for instructors of occupational training programs; work with other state agencies in securing data, information and materials; assist Program Officer III and Program Officer II with staff duties and responsibilities (Program Officer I)

Provides administrative assistance to a program or project director (Administrative Assistant)

Provides consultative services in planning, developing, and implementing specialized school or training programs (Administrative Program Specialist I)

Provides consultative services to administrators and educators of schools and colleges, and representatives of other interested groups in planning for instructional improvements in one or more curriculum area included in elementary and secondary schools and/or colleges (Occupational Education Specialist I)

Provides consultative services to administrators of schools, academies, and colleges, teachers, instructors, and representatives of other interested groups in planning for instructional improvements in one or more curriculum areas included in elementary and secondary schools and academies, and in colleges offering programs fo teacher education, law enforcement, or fire protection and safety courses (Consultant, Instructional Services)

Provides consultative services to local school administrators, educators, and other interested groups in planning for research and evaluation activities (Education Research Specialist I)

Provides consultative services to school administrators and educators, service centers, and other interested groups in planning for instructional improvements in one or more curriculum areas and in the use of instructional facilities (Education Specialist I)

Provides counsel in use of facilities, technology, instructional resource, planning, and evaluation (Administrative Program Specialist I)

Provides policy statements, publications and technical assistance in planning and implementing kindergarten-12th grade developmental guidance program (Education Guidance Specialist I)

Recommends appropriate corrective action (Special Education Specialist I)

Represents agency and principal researcher at planning conferences with cooperative study groups (Research Specialist II)

Reviews and analyzes the medical records program at each institution and provides technical data (Senior Registered Records Administrator)

Reviews, evaluates, and makes recommendations with regard to applications, amendments, quarterly and annual reports (Special Education Specialist I)

Reviews plans for various construction projects which impact lands of the federal government, the State or its political subdivisions or private land which involve federal funds or permits and require archaeological resource protection under the appropriate laws and rules (Archaeologist III)

Reviews reports and recommends program improvement (Administrative Program Specialist I)

Reviews reports furnished by field operations division to compare performance levels in different regions and districts; visits field offices to confer with personnel on program problems (Administrator of Technical Programs I)

Reviews reports generated under permits (Archaeologist III)

Serves as a member of accreditation team in evaluation of schools (Occupational Education Specialist I)

Serves as a resource person, speaker, and evaluator to interested groups (Education Research Specialist I, Education Specialist I, Occupational Education Specialist I)

Supervises the review and evaluation of program content for the purpose of developing sound administrative practices and the formulation of policies which may contribute to the improvement of public services provided by the agency (Administrative Assistant)

Visits school districts, colleges, and academies, and prepares written analysis and recommendations concerning improvement of the instructional program (Consultant, Instructional Services)

Salary Group 16

May make frequent inspection of operations to detect need for changes and improvement (Staff Services Assistant)

May supervise development and production of informational programs and materials (Information Specialist II)

Salary Group 15

Assists department head in collecting and analyzing data and revising procedures for greater efficiency (Archivist III)

Assists department head in development of policies and procedures within area of assignment (Archivist III)

Assists department head in reviewing performance measures and other data to assess department's present and proposed system (Archivist III)

Assists in planning and execution of research designs; serves on preservation planning teams (Archaeologist II)

Conducts and/or participates in archaeological investigations, preservation/stabilization programs, field and laboratory experimentation and analyses (Archaeologist II)

Develops policies and procedures (Administrative Technician IV)

May monitor and inspect archaeological investigations, testing programs, and preservation/stabilization projects (Archaeologist II)

May research legal, technical, and policy issues (Administrative Technician IV)

Participates in planning, designing and development of major research projects; or is responsible for the planning and conducting of complete projects where the goals are of more immediate accomplishment (Research Specialist I)

Provides interpretations in response to complex inquiries regarding rules, regulations, policies, and procedures (Administrative Technician IV)

Recommends procedural changes for data storage and retrieval systems (Research Specialist I)

Recommends to department head new policies, procedures, personnel changes, budget needs, and other matters (Archivist III)

Writes guidelines concerning research evaluation, methodology,, strategy, and analyses in a form usable by other staff members (Research Specialist I)

Salary Group 14

Analyzes and develops diagnostic and therapeutic records of medical cases; coordinates and integrates the medical records system throughout the hospital or school for all primary and secondary records and indexes which relate to the professional care of the clients/patients (Registered Record Administrator)

Consults with the division or service within the agency which needs communications help, and suggests plans for achieving the communications goals for the unit (Information Specialist I)

Participates in planning with agency personnel for in-service training in the areas of graphics and visuals and assists them in the training programs (Instructional Media Technician)

Prepares plans for public and agency informational program and campaigns (Information Specialist I)

Reviews with the physician the responsibilities for various protection of records (Registered Records Administrator)

Salary Group 13

Appraises records of state or local government offices and recommends appropriate disposition (Archivist II)

May participate as a member of a park master planning team by providing archaeological input about a specific park site (Archaeologist I)

May solve problems occurring at historic sites involving maintenance (Archaeologist I)

Monitors excavations of historic or recreational park development construction to prevent disturbance of archaeological deposits and/or to ascertain the existence of any significant archaeological resources not previously identified (Archaeologist I)

Performs background research, recommends and conducts archaeological investigations, writes narratives and summaries, develops value series and produces comprehensive plans for historic site developments (Archaeologist I)

Plans and supervises archaeological surveys and projects, which include background research, budget and work schedule preparation, personnel interviews and hiring, procuring supplies and equipment, scheduling, arranging for transportation and field housing, and coordination with field personnel and other staff members (Archaeologist I)

Salary Group 12

Salary Group 11

Makes suggestions regarding appropriate disposition of archives and manuscripts (Archivist I)

CATEGORY 8 - RECORDKEEPING, BUDGET EXPENDITURES

1. SUPERVISES RECORDS - PERSONNEL, BUDGET, OR LIBRARY

Rank	Group
27 of 32	Respondents NOT in a library agency

2. COORDINATES PURCHASES OF EQUIPMENT USED IN LIBRARY, INCLUDING COMPUTERS

Rank	Group
4 of 20	Salary Group 17 and above Respondents

3. MONITORS CURRENT EXPENDITURES

Rank	Group
18 Of 20	Salary Group 17 and above Respondents

4. GATHERS LIBRARY STATISTICS AND PREPARES STATISTICAL REPORTS

Rank	Group
25 of 32	Respondents NOT in a library agency
12 of 21	Salary Group 15,16 Respondents
14 Of 20	Salary Group 17 and above Respondents

5. ASSISTS IN GATHERING LIBRARY STATISTICS AND PREPARING STATISTICAL REPORTS

Rank	Group
22 of 32	Respondents NOT in a library agency

Compares with:

2 duties in salary group 21
2 duties in salary group 20
5 duties in salary group 19
8 duties in salary group 18
17 duties in salary group 17
3 duties in salary group 16
5 duties in salary group 15
4 duties in salary group 14
3 duties in salary group 13
0 duties in salary group 12
2 duties in salary group 11

Comparable tasks by other state employees, with salary group:

Salary Group 21

Directs the preparation of the annual and biennial division budget; advises management of long-range budgetary plans necessary to implement new programs (Division Director)

Provide up-to-date statistical data on employment opportunities in the Texas economy (Program Officer III)

Salary Group 20

Aids in the development of standards for funds allocations that are related to instructional resources (Director, Instructional Media Division)

Salary Group 19

Edits reports and special publications (Administrator of Technical Programs II)

Formulates and administers the research department goals, budget, and operations (Research Associate)

Prepares all budgetary reports; administers all allotted monies (Research Associate)

Prepares budget request for program (Administrator of Technical Programs II)

Provides up-to-date statistical data on employment opportunities in the Texas economy (Program Officer II)

Salary Group 18

Arranges record access for reporting services (Director of Records Service)

Assists in preparation of class and item catalog (Specifications Chief)

Establishes working procedures for maintenance of central files, and reference to files by other employees and the public (Director of Records Service)

May prepare statistical records and analyses from records processed (Director of Records Service)

Prepares and presents comprehensive statistical and narrative reports detailing research and evaluation findings and recommendations (Research Specialist III)

Supervises planning and installation of central records system, central permits issuance and renewal program, record pre-audit system and record reproduction procedures (Director of Records Service)

Supervises the maintenance of a file system for the specifications section (Specifications Chief)

Supervises the writing, editing, publishing and distributing of specification lists and manuals (Specifications Chief)

Salary Group 17

Applies appropriate statistical procedures to data collected including multi-variate analysis, factor, and cluster analysis in addition to standard parametric and non-parametric statistical tests (Research Specialist II)

Assists in developing and establishing systems of classification of clients/patients and coding of all operative procedures performed in mental hospitals by standard nomenclature of diseases and operations (Senior Registered Records Administrator)

Assists in establishing a system of central, uniform reporting of biometric data for each division (Senior Registered Records Administrator)

Assists in preparation of budget request for program (Administrator of Technical Programs I)

Assists principal investigator in organizing, summarizing, and tabulating data including statistical analysis, tables, and graphs (Research Specialist II)

Compiles statistical data and publishes reports on patient population, diagnostic classification, age grouping, etc. (Senior Registered Records Administrator)

Formulates and develops an appropriate and adequate, medical records system in cooperation with division directors and institutions (Senior Registered Records Administrator)

Interprets policies, regulations, and procedures, and recent developments in medical records administration (Senior Registered Records Administration)

Initiates and reviews correspondence pertaining to technical research problems and assists in resolving problems and recommending solutions; prepares reports on phases of research which may include maps, graphs, and other visual aids (Research Specialist II)

Maintains cost accounting records of all project expenditures; prepares monthly budget report for principal investigator; assists in preparation of budget estimates (Research Specialist II)

May assist in preparing budget for program or project (Administrative Assistant)

May assist in the preparation of special and annual reports (Administrator of Technical Programs I)

Monitors approved programs for legal-fiscal compliance with applicable applications or contracts approved by state (Fiscal Program Specialist I)

Oversees the maintenance of division filing system (Administrative Assistant)

Program Officer will ... provide up-to-date statistical data on employment opportunities in the Texas economy (Program Officer I)

Provides counsel in use of facilities, technology, instructional resources, planning, and evaluation (Administrative Program Specialist I)

Selects and gathers data, information and materials for agency use (Program Officer I)

Salary Group 16

Prepares and recommends the facility or divisions' annual budget; keeps a current analysis of expenditures (Staff Services Assistant)

Supervises or assists in supervising several staff services functions such as personnel, accounting, budgeting, duplicating, purchasing, training, materials, and property management (Staff Services Assistant)

Supervises the preparation of specifications and requisitions for the purchase of supplies and equipment; the receipt, storing, and distribution of supplies and equipment; the receipt and distribution of correspondence; the maintenance of property control records; and the duplication and distribution of printed materials (Staff Services Assistant)

Salary Group 15

Assists department head in collecting and analyzing data and revising procedures for greater efficiency (Archivist III)

Collects, compiles, and prepares data for presentation in graphic, tabular or written form; analyzes data; develops procedures (Research Specialist I)

Consults with clinical and scientific research professionals, administrators, and data processing personnel to define problems, types of data processed, analyses, and reports required (Research Specialist I)

May participate in budget preparation and justification (Administrative Technician IV)

Recommends to department head new policies, procedures, personnel changes, budget needs, and other matters (Archivist III)

Supervises maintenance of records within areas of assignment (Archivist III)

Salary Group 14

Analyzes and develops diagnostic and therapeutic records of medical cases; coordinates and integrates the medical records system throughout the hospital or school for all primary and secondary records and indexes which relate to the professional care of the clients/patients (Registered Records Administrator)

Establishes and maintains functional technical indexes and teaching files (Registered Records Administrator)

Supervises and assists in maintenance of controls on registration, discharge and furlough of patients, transcribing machine and oral dictation; departmental equipment and supplies and other necessary files (Registered Records Administrator)

Supervises and prepares medical case histories and records, statistical reports, diagnostic analysis, activities reports and other special and regular reports as required (Registered Records Administrator)

Salary Group 13

Arranges and describes state or local government records and historical manuscripts (Archivist II)

Assists in gathering data and preparing statistical reports (Archivist II)

Plans and supervises archaeological surveys and projects, which include background research, budget and work schedule preparation, personnel interviews and hiring, procuring supplies and equipment, scheduling, arranging for transportation and field housing, and coordination with field personnel and other staff members (Archaeologist I)

Salary Group 12

Salary Group 11

Arranges and describes state or local government records and historical manuscripts (Archivist I)

Researches and writes administrative histories and provenance statements for record groups (Archivist I)

APPENDIX VIII

CATEGORY 1 - COMMUNICATION ABILITY - WRITTEN AND ORAL

1. ABILITY TO SPEAK BEFORE GROUPS, INCLUDING LEADING CONFERENCES AND WORKSHOPS

17 of 31	All Respondents
15 of 29	MLS Respondents
14 of 28	Classified, MLS Respondents
27 of 31	Respondents NOT in a library agency
13 of 18	Salary Group 11 Respondents
14 of 31	Salary Group 13, 14 Respondents
7 of 27	Salary Group 15, 16 Respondents
18 of 31	Salary Group 17 and above Respondents

2. ABILITY TO REPRESENT AGENCY OR DIVISION IN APPROPRIATE FORUMS

12 of 31	All Respondents
13 of 29	MLS Respondents
13 of 28	Classified, MLS Respondents
20 of 31	Respondents NOT in a library agency
14 of 18	Salary Group 11 Respondents
15 of 31	Salary Group 13, 14 Respondents
3 of 27	Salary Group 15, 16 Respondents
19 of 31	Salary Group 17 and above Respondents

3. ABILITY TO PROVIDE INFORMATION TO VARIOUS GROUPS TO STIMULATE INTEREST...

31 of 31	All Respondents
28 of 31	Respondents NOT in a library agency
27 of 27	Salary Group 15, 16 Respondents
26 of 31	Salary Group 17 and above Respondents

4. ABILITY TO PLAN AND DIRECT THE COLLECTION AND PREPARATION OF INFORMATION

13 of 31	All Respondents
11 of 29	MLS Respondents
12 of 28	Classified, MLS Respondents
4 of 31	Respondents NOT in a library agency
15 of 18	Salary Group 11 Respondents
11 of 31	Salary Group 13, 14 Respondents
10 of 27	Salary Group 15, 16 Respondents
20 of 31	Salary Group 17 and above Respondents

5. ABILITY TO COMPILE CORRESPONDENCE AND REPORTS

5 of 31	All Respondents
5 of 29	MLS Respondents
5 of 28	Classified, MLS Respondents
8 of 31	Respondents NOT in a library agency
7 of 18	Salary Group 11 Respondents
5 of 31	Salary Group 13, 14 Respondents
5 of 27	Salary Group 15, 16 Respondents
3 of 31	Salary Group 17 and above Respondents

6. ABILITY TO PREPARE AND PRESENT COMPREHENSIVE STATISTICAL AND NARRATIVE REPORTS

22 of 31	All Respondents
22 of 29	MLS Respondents
25 of 28	Classified, MLS Respondents
26 of 31	Respondents NOT in a library agency
13 of 27	Salary Group 15, 16 Respondents
23 of 31	Salary Group 17 and above Respondents

7. ABILITY TO WRITE AND EDIT PUBLICATIONS

16 of 31	All Respondents
14 of 29	MLS Respondents
15 of 28	Classified, MLS Respondents
24 of 31	Respondents NOT in a library agency
23 of 31	Salary Group 13, 14 Respondents
6 of 27	Salary Group 15, 16 Respondents
11 of 31	Salary Group 17 and above Respondents

8. ABILITY TO ESTABLISH EFFECTIVE WORKING RELATIONSHIPS AND COMMUNICATION

1 of 31	All Respondents
1 of 29	MLS Respondents
1 of 28	Classified, MLS Respondents
1 of 31	Respondents NOT in a library agency
1 of 18	Salary Group 11 Respondents
1 of 31	Salary Group 13, 14 Respondents
1 of 27	Salary Group 15, 16 Respondents
1 of 31	Salary Group 17 and above Respondents

9. ABILITY TO COMMUNICATE EFFECTIVELY

2 of 31	All Respondents
2 of 29	MLS Respondents
2 of 28	Classified, MLS Respondents
2 of 31	Respondents NOT in a library agency
2 of 18	Salary Group 11 Respondents
2 of 31	Salary Group 13, 14 Respondents
2 of 27	Salary Group 15, 16 Respondents
2 of 31	Salary Group 17 and above Respondents

Compares with:

7 skills from Salary Group 21
3 skills from Salary Group 20
6 skills from Salary Group 19
31 skills from Salary Group 18
32 skills from Salary Group 17
8 skills from Salary Group 16
9 skills from Salary Group 15
10 skills from Salary Group 14
4 skills from Salary Group 13
0 skills from Salary Group 12
3 skills from Salary Group 11

Comparable skills by other state employees, with salary group:

Salary Group 21

Ability to communicate through written and spoken media (Program Officer III)

Ability to maintain superior public relations and to insure effective coordination and cooperation of agency staff (State Archaeologist)

Ability to plan workshops and conferences; to express self by letter and in public; to establish and maintain effective working relations with co-workers, school officials, and other groups and organizations in the educational field. (Director, Administrative Services)

Ability to research, prepare, and direct information effectively; to exercise sound judgement in the release of information; to maintain a high degree of objectivity, diplomacy and competence; to accurately interpret and translate agency programs and research into lay terminology; to track numerous publications at different stages of development from conceptualization through final printing; and to establish and maintain rapport with others (Research and Information Specialist)

Ability to supervise the operation of large-scale scientific research programs; to plan and implement all phases of such programs; and to prepare or supervise preparation of reports on findings and results (State Archaeologist)

Ability to work effectively with a variety of individuals and groups (Division Director)

Skill in editing, forensic arts, and public speaking (Research and Information Specialist)

Salary Group 20

Ability to accurately interpret and translate agency administered programs and research to lay terminology (Director, Instructional Media Division)

Ability to express ideas orally and in writing in a clear concise manner (Director, Instructional Media Division)

Ability to plan, organize, and conduct meetings; to express ideas both orally and in writing in a clear, concise manner; analyze findings, submit sound recommendations,, and prepare reports (Director, Instructional Media Division)

Salary Group 19

Ability to communicate through written and spoken media (Program Officer II)

Ability to establish and maintain effective working relationships with associates and subordinates (Research Associate)

Ability to express ideas clearly and concisely, both orally and in writing (Research Associate)

Ability to interpret and publish research findings (Research Associate)

Ability to ... prepare effective correspondence and reports (Administrator of Technical Programs II)

An understanding of human motivation and the ability to apply such knowledge to maintain good working relationships with co-workers, subordinates, public school officials, and other specialized educational groups (Educational Program Director)

Salary Group 18

Ability to communicate in a clear, concise manner (Administrative Program Specialist II)

Ability to establish and maintain effective working relationships (Education Specialist II, Education Guidance Specialist II, Education Research Specialist II, Occupational Education Specialist II, Fiscal Program Specialist II, Administrative Program Specialist II)

Ability to establish and maintain effective working relationships with State agencies and manufacturers' representatives; to evaluate properties and characteristics of commodities; to conduct research and independent exploration on commodities, and to supervise the work of subordinates (Specifications Chief)

Ability to lead conferences and workshops (Education Research Specialist II)

Ability to ... maintain good relations with industry and public representatives (Director of Records Service)

Ability to make effective oral presentations to management-level groups in the department and other agencies (Research Specialist III)

Ability to plan and organize work. Ability to communicate clearly and concisely. Ability to work cooperatively and productively with and supervise others. Specific knowledge and skills in area of designated assignment (Special Education Specialist II)

Ability to prepare and present comprehensive statistical and narrative reports (Research Specialist III)

Ability to present ideas orally and in writing in a clear, concise manner (Education Research Specialist II)

Ability to preside over meetings (Administrative Program Specialist II)

Ability to translate information pertaining to department programs into lay terminology (Information Specialist III)

Ability to write coherent, interesting copy and/or scripts (Information Specialist III)

Knowledge and ability to plan, organize and prepare instructional materials, course of study, manuals of practices, reports and guidelines (Occupational Education Specialist II)

Knowledge and ability to plan, organize, and prepare materials, manuals, other publications and reports (Administrative Program Specialist II)

Knowledge and ability to plan, organize, and prepare ... workshops (Occupational Education Specialist)

Knowledge and creative ability to plan, organize, and prepare ... conferences and workshops (Education Guidance Specialist II)

Knowledge and creative ability to plan, organize, and prepare guidance materials, reports (Education Guidance Specialist II)

Knowledge and creative ability to plan, organize, and prepare instructional materials, courses of study, manuals of practices, reports, guidelines (Education Specialist II)

Should have thorough knowledge of the techniques and methods of research, planning, organizing and preparing measurement instruments, research studies, evaluation procedure (Education Research Specialist II)

Skill in processing and controlling mass volumes of reports and records, and general accounting techniques and procedures (Director of Records Service)

To exercise sound judgment in the release of information (Information Specialist III)

To plan and supervise the collection, preparation and distribution of information for publication (Information Specialist III)

To serve as a leader on monitoring teams (Fiscal Program Specialist II)

To work cooperatively with a wide segment of department employees (Information Specialist III)

To write clear, concise reports (Fiscal Program Specialist II)

Use creative ability in presentation of reports (Education Research Specialist II)

Salary Group 17

Ability to assume leadership role in conferences and workshops; to establish and maintain effective working relationships with associates, school administrators, and teachers; to study and evaluate teaching programs in progress and render sound recommendations on necessary changes or alterations; and to use creative ability in presentation of instructional materials, reports, and ideas, orally and in writing, in a clear, concise manner (Consultant, Instructional Services)

Ability to ...communicate in a clear, concise manner (Administrative Program Specialist I)

Ability to ... deal effectively with the public and with private groups and organizations (Administrative Assistant)

Ability to establish and maintain effective working relationships (Education Specialist I, Education Guidance Specialist I, Education Research Specialist I, Occupational Education Specialist I, Administrative Program Specialist I)

Ability to establish and maintain effective working relationships with associates (Research Specialist II)

Ability to establish and maintain effective working relationships with colleagues as well as local education administrators (Fiscal Program Specialist I)

Ability to establish and maintain effective working relationships with subordinates, associates and the public (Archaeologist III)

Ability to establish and maintain effective working relationships with superiors, co-workers and subordinates (Administrative Technician IV)

Ability to express ideas clearly and concisely (Research Specialist II)

Ability to lead conferences and workshops (Education Research Specialist I)

Ability to prepare complete and concise reports and analyses (Senior Registered Records Administrator)

Ability to ... prepare effective correspondence and reports (Administrator of Technical Program I)

Ability to present ideas orally and in writing in a clear, concise manner (Education Research Specialist I)

Ability to preside over meetings (Administrative Program Specialist I)

Ability to run all phases of a field project from planning through the publication of the final report (Archaeologist III)

Considerable knowledge of medical report procedures, statistics, and mathematics (Senior Registered Records Administrator)

Knowledge and ability to plan, organize, and prepare materials, manuals, other publications and reports (Administrative Program Specialist I)

Knowledge of manpower preparation programs and the evaluation and planning techniques. Ability to work with statistical data and relate to present or planned programs in manpower preparation. Ability to communicate through written and spoken media (Program Officer I)

Knowledge of the techniques and methods of planning, organizing, and preparing instructional improvement materials, courses of study, manuals of practice (Occupational Education Specialist I)

Should have thorough knowledge of the techniques and methods of planning, organizing, and preparing guidance program materials, reports, organizing and conducting workshops... (Education Guidance Specialist I)

Should have thorough knowledge of the techniques and methods of planning, organizing, and preparing instructional improvement materials, courses of study, manuals of practices, procedures for leadership publications, organizing and conducting workshops... (Consultant Instructional Services))

Should have thorough knowledge of the techniques and methods of planning, organizing, and preparing instructional improvement materials, sources of study, manuals of practices, organizing and conducting workshops (Education Specialist I)

Should have thorough knowledge of the techniques and methods of research, planning, organizing and preparing measurement instruments, research studies, evaluation procedure (Education Research Specialist I)

Thorough knowledge of preservation techniques, administration, field investigations, laboratory procedures and analysis, photography, drafting and technical writing in the field of archaeology (Archaeologist III)

Thorough knowledge of the techniques and methods of planning, organizing, and preparing instructional materials, courses of study, manuals of practices, procedures for leadership publications, organizing and conducting workshops. Understanding of overall functions of the state education programs for handicapped students. Ability to evaluate, analyze, and make preliminary assessments of application reviews and on-site reviews; develop and defend critical reports; and plan, conduct, and present workshops and other organizational meetings (Special Education Specialist I)

To communicate effectively, using both verbal and written communication (Senior Registered Records Administrator)

To write clear, concise reports relative to findings (Fiscal Program Specialist I)

Use creative ability in presentation of reports (Education Research Specialist I)

Salary Group 16

Ability to assume leadership role in conferences and workshops (Staff Services Assistant)

Ability to establish and maintain effective working relationships (Staff Services Assistant)

Ability to plan and direct the collection and preparation of information (Information Specialist II)

Ability to write coherent, interesting copy and/or scripts (Information Specialist II)

Considerable knowledge...of editing and preparing copy (Information Specialist II)

To exercise sound judgment in the release of information (Information Specialist II)

To prepare appropriate correspondence and other written documents (Staff Services Assistant)

To work effectively with agency personnel, professional communicators and the public (Information Specialist II)

Salary Group 15

Ability to communicate effectively (Administrative Technician IV)

Ability to communicate ideas, clearly and concisely. Ability to establish and maintain effective working relationships with associates (Research Specialist I)

Ability to deal with the public; to effectively interpret agency programs and plans (Administrative Technician IV)

Ability to establish and maintain effective working relationships with superiors, co-workers and subordinates (Administrative Technician IV)

Ability to perform technical editing of all archaeological reports produced by staff archaeologists (Archaeologist II)

Ability to prepare comprehensive archaeological reports utilizing skills in writing, drafting, photography, layout, and printing (Archaeologist II)

Ability to speak before public, professional, historical, and local officials' groups (Archivist III)

Ability to supervise other professional archivists, and to work effectively with a wide variety of persons in and outside the department (Archivist III)

Considerable knowledge of preservation techniques, administration, field investigations, laboratory procedures and analysis, photography, drafting and technical writing in the field of archaeology (Archaeologist II)

Salary Group 14

Ability to assume advisory role in in-service training sessions ... to demonstrate creative ability in preparation of instructional materials; to impart information pertaining to graphic and visual techniques... (Instructional Media Technician)

Ability to design broad communication plans and materials to fit specific communications needs (Information Specialist I)

Ability to design communications plans and materials related to the goals and priorities of the agency (Information Specialist I)

Ability to write coherent, interesting copy and/or scripts (Information Specialist I)

Should have thorough knowledge of the techniques and methods of planning, organizing, and preparing graphic and visual materials to accompany demonstrations, manuals, presentations and courses of study (Instructional Media Technician)

Thorough knowledge of acceptable methods and procedures for preparing hospital records (Registered Records Administrator)

To exercise sound judgment in the release of information (Information Specialist I)

To prepare, analyze and interpret statistics regarding hospital records keeping, patients records and related medical records (Registered Records Administrator)

To work effectively with agency personnel, professional communicators and the public (Information Specialist I)

Working knowledge of ... writing and editing (Information Specialist I)

Salary Group 13

Ability to collect, organize, research, interpret and submit written descriptions of record groups and private manuscript collections (Archivist II)

Ability to compose descriptive narrative with good English, form and style (Archivist II)

Ability to prepare comprehensive archaeological reports utilizing skills in writing, drafting, photography, layout, and printing (Archaeologist I)

Ability to work with and make oral presentations to public and in group meetings (Archivist II)

Salary Group 12

Salary Group 11

Ability to collect, organize, research, interpret and submit written descriptions of record groups and private manuscript collections (Archivist I)

Ability to compose descriptive narrative with good English, form and style (Archivist I)

Ability to work with and make oral presentations to public and in group meetings (Archivist I)

CATEGORY 2 - MANAGEMENT SKILLS - PLANNING, EVALUATING, SUPERVISING, ESTABLISHING OBJECTIVES

1. ABILITY TO DEVELOP LONG-RANGE PLANS FOR HIGHLY TECHNICAL PROGRAMS

Rank	Group
27 of 31	All Respondents
28 of 29	MLS Respondents
27 of 28	Classified, MLS Respondents
30 of 31	Respondents NOT in a library agency
28 of 31	Salary Group 13, 14 Respondents
21 of 27	Salary Group 15, 16 Respondents
25 of 31	Salary Group 17 and above Respondents

2. ABILITY TO PLAN AND DIRECT WORK OF LIBRARY OR AGENCY/DIVISION

Rank	Group
25 of 31	All Respondents
27 of 29	MLS Respondents
28 of 28	Classified, MLS Respondents
11 of 31	Respondents NOT in a library agency
19 of 31	Salary Group 13, 14 Respondents
21 of 31	Salary Group 17 and above Respondents

3. ABILITY TO COORDINATE LIBRARY/DIVISION OBJECTIVES WITH THOSE OF OTHER DIVISIONS

Rank	Group
23 of 31	All Respondents
24 of 29	MLS Respondents
26 of 28	Classified, MLS Respondents
15 of 31	Respondents NOT in a library agency
27 of 31	Salary Group 13, 14 Respondents
24 of 27	Salary Group 15, 16 Respondents
22 of 31	Salary Group 17 and above Respondents

4. SKILL IN ANALYZING PERFORMANCE REPORTS AND DEVISING NEW METHODS IN RESEARCH

Rank	Group
29 of 31	Salary Group 17 and above Respondents

5. ABILITY TO ESTABLISH PRIORITIES AND ORGANIZE EFFECTIVELY

Rank	Group
4 of 31	All Respondents
3 of 29	MLS Respondents
3 of 28	Classified, MLS Respondents
3 of 31	Respondents NOT in a library agency
8 of 18	Salary Group 11 Respondents
3 of 31	Salary Group 13, 14 Respondents
8 of 27	Salary Group 15, 16 Respondents
4 of 31	Salary Group 17 and above Respondents

6. ABILITY TO PLAN, IMPLEMENT, AND EVALUATE NEW PROCEDURES AND PROGRAMS

Rank	Group
18 of 31	All Respondents
21 of 29	MLS Respondents
12 of 28	Classified, MLS Respondents
16 of 31	Respondents NOT in a library agency
21 of 31	Salary Group 13, 14 Respondents
16 of 27	Salary Group 15, 16 Respondents
12 of 31	Salary Group 17 and above Respondents

7. SOUND JUDGMENT IN ACQUIRING AND MANAGING LIBRARY RESOURCES

Rank	Group
15 of 31	All Respondents
17 of 29	MLS Respondents
19 of 28	Classified, MLS Respondents
14 of 31	Respondents NOT in a library agency
16 of 31	Salary Group 13, 14 Respondents
14 of 27	Salary Group 15, 16 Respondents
7 of 31	Salary Group 17 and above Respondents

8. ABILITY TO TRAIN, SUPERVISE, AND MOTIVATE CLERICAL EMPLOYEES

Rank	Group
24 of 31	All Respondents
23 of 29	MLS Respondents
22 of 28	Classified, MLS Respondents
25 of 31	Respondents NOT in a library agency
18 of 31	Salary Group 13, 14 Respondents
18 of 27	Salary Group 15, 16 Respondents

9. ABILITY TO TRAIN, SUPERVISE, AND MOTIVATE PROFESSIONAL

EMPLOYEES

Rank	Group
30 of 31	All Respondents
29 of 29	MLS Respondents
25 of 27	Salary Group 15, 16 Respondents
24 of 31	Salary Group 17 and above Respondents

Compares with:

6 skills from Salary Group 21
2 skills from Salary Group 20
7 skills from Salary Group 19
22 skills from Salary Group 18
26 skills from Salary Group 17
4 skills from Salary Group 16
4 skills from Salary Group 15
5 skills from Salary Group 14
4 skills from Salary Group 13
0 skills from Salary Group 12
1 skills from Salary Group 11

Comparable skills by other state employees, with salary group:

Salary Group 21

Ability to maintain superior public relations and to insure effective coordination and cooperation of agency staff (State Archaeologist)

Ability to plan and direct the work of the division; to train and supervise; to analyze and solve work problems... (Division Director)

Ability to plan workshops and conferences; to express self well by letter and in public; to establish and maintain effective working relations with co-workers, school officials, and other groups and organizations in the education field (Director, Administrative Services)

Ability to supervise the operation of large-scale scientific research programs; to plan and implement all phases of such programs; and to prepare or supervise preparation of reports on findings and result (State Archaeologist)

Extensive knowledge of manpower programs and their evaluation and planning techniques (Program Officer III)

Skill in planning, directing and conducting all phases of archaeological investigations and research studies (State Archaeologist)

Salary Group 20

Ability to accurately interpret and translate Agency administered programs and research to lay terminology (Director, Instructional Media Division)

Ability to plan, organize, and conduct meetings; to express ideas, both orally and in writing in a clear, concise manner; analyze findings, submit sound recommendations, and prepare reports (Director, Instructional Media Division)

Salary Group 19

Ability to develop long-range plans for highly technical programs and to measure achievement of established goals... (Administrator of Technical Programs II)

Ability to plan, organize, and execute an effective educational program in a designated field of education (Educational Program Director)

Ability to plan, organize, and supervise complex educational research projects and to evaluate research data (Research Associate)

Ability to ... supervise (Administrator of Technical Programs II)

Ability to supervise the development of measuring instruments with respect to reliability, relevance, and validity (Research Associate)

Extensive knowledge of manpower preparation programs and their evaluation and planning techniques (Program Officer II)

Skill in analyzing performance reports and devising new methods in research and management (Administrator of Technical Programs II)

Salary Group 18

Ability to analyze complex issues, draw valid conclusions, and make recommendations (Research Specialist III)

Ability to conceptualize practical research, demonstration, and evaluation methodologies (Research Specialist III)

Ability to ... evaluate and recommend necessary changes (Administrative Program Specialist II)

Ability to ... establish and maintain effective working relationships (Administrative Program Specialist II)

Ability to establish and maintain effective working relationships with State agencies and manufacturers' representatives; to evaluate properties and characteristics of commodities; to conduct research and independent exploration on commodities and to supervise the work of subordinates (Specifications Chief)

Ability to establish priorities and organize effectively (Research Specialist III)

Ability to interpret department policies and procedures, grants, legislation, and regulations relating to research activities (Research Specialist III)

Ability to manage people, to evaluate progress of work, to take action to insure successful completion of tasks assigned to the division (Education Research Specialist II)

Ability to plan and organize work. Ability to work cooperatively and productively with and supervise others. Specific knowledge and skills in area of designated assignment (Special Education Specialist II)

Ability to ... plan and supervise the collection, preparation, and distribution of information for publication (Information Specialist III)

Ability to study and evaluate guidance programs in progress and render sound recommendations (Education Guidance Specialist II)

Ability to study and evaluate training programs in progress and render sound recommendations (Education Specialist II)

Ability to supervise staff of technical and clerical employees; to coordinate services with other divisions; and to maintain good relations with industry and public representatives (Director of Records Service)

Ability to translate information pertaining to department programs into lay terminology (Information Specialist III)

Knowledge and ability to plan, organize, and prepare instructional materials, courses of study, manuals of practices, reports and guidelines, and workshops (Occupational Education Specialist II)

Knowledge and ability to plan, organize, and prepare materials, manuals, other publications and reports (Administrative Program Specialist II)

Knowledge and creative ability to plan, organize, and prepare guidance materials, reports, conferences, and workshops (Education Guidance Specialist II)

Knowledge and creative ability to plan, organize, and prepare instructional materials, courses of study, manuals of practices, reports, guidelines, and workshops (Education Specialist II)

Should have thorough knowledge of the techniques and methods of research, planning, organizing, and preparing measurement instruments, research studies and evaluation procedures... (Education Research Specialist II)

Study and evaluate teaching programs in progress and render sound recommendations (Occupational Education Specialist II)

Study and evaluate programs in progress and render sound recommendations (Education Research Specialist II)

Thorough knowledge of the techniques, methods, laws, regulations, and programs pertinent to the area of specialization (Administrative Program Specialist II)

Salary Group 17

Ability to assume leadership role in conferences and workshops; to establish and maintain effective working relationships with associates, school administrators, and teachers; to study and evaluate teaching programs in progress and render sound recommendations on necessary changes or alterations; and to use creative ability in presentation of instructional materials, reports, and ideas, orally and in writing, in a clear, concise manner (Consultant, Instructional Services)

Ability to develop and analyze measuring instruments with respect to reliability, relevance, and validity (Research Specialist II)

Ability to develop long-range plans for highly technical programs and to measure achievement of established goals (Administrator of Technical Programs I)

Ability to ... evaluate and recommend necessary changes (Administrative Program Specialist I)

Ability to formulate researchable hypothesis and to structure research design to account for variables (Research Specialist II)

Ability to plan and supervise the work of others; to handle administrative problems resourcefully; and to deal effectively with the public and with private groups and organizations (Administrative Assistant)

Ability to plan, organize, and conduct assigned phases of complex research projects and to evaluate data (Research Specialist II)

Ability to plan, organize and supervise large-scale research projects and attendant field work (Archaeologist III)

Ability to ... review the implementation of educational programs; to ascertain compliance with approved applications, contracts, laws, regulations, and guidelines (Fiscal Program Specialist I)

Ability to run all phases of a field project from planning through the publication of the final report (Archaeologist III)

Ability to study and evaluate guidance programs in progress and render sound recommendations (Education Guidance Specialist I)

Ability to study and evaluate training programs in progress and render sound recommendations (Education Specialist I)

Ability to ... supervise (Administrator of Technical Programs I)

Ability to supervise multiphase operations and to mentally adjust to complex procedural systems (Senior Registered Records Administrator)

Knowledge and ability to plan, organize, and prepare materials, manuals, other publications and reports (Administrative Program Specialist I)

Knowledge of manpower preparation programs and the evaluation and planning techniques (Program Officer I)

Should have a thorough knowledge of the techniques and methods of planning, organizing, and preparing guidance program materials, reports.... (Education Guidance Specialist I)

Should have a thorough knowledge of the techniques and methods of planning, organizing, and preparing instructional improvement materials, sources of study, manuals of practices... (Education Specialist I, Occupational Education Specialist I, Consultant Instructional Services)

Should have a thorough knowledge of the techniques and methods of research, planning, organizing, and preparing measurement instruments, research studies and evaluation procedures... (Education Research Specialist I)

Skill in analyzing performance reports and devising new methods in research and management (Administrator of Technical Programs I)

Study and evaluate teaching programs in progress and render sound recommendations (Occupational Education Specialist I)

Thorough knowledge of the techniques and methods of planning, organizing, and preparing instructional materials, courses of study, manuals of practices, procedures for leadership publications, organizing and conducting workshops. Understanding of overall functions of the state education program for handicapped students. Ability to evaluate, analyze, and make preliminary assessments of application reviews and on-site reviews; develop and defend critical reports; and plan, conduct, and present workshops and other organizational meetings (Special Education Specialist I)

Thorough knowledge of the techniques, methods, laws, regulations, and programs pertinent to the area of specialization (Administrative Program Specialist I)

To study and evaluate programs in progress and render sound recommendations (Education Research Specialist I)

Salary Group 16

Ability to plan and direct the collection and preparation of information (Information Specialist II)

Ability to plan, direct, supervise and train employees (Staff Services Assistant)

Considerable knowledge of office management and personnel administration (Staff Services Assistant)

To study and evaluate programs in progress and render sound recommendations (Staff Services Assistant)

Salary Group 15

Ability to conduct thorough and exhaustive searches and evaluations of large amounts of materials (Research Specialist I)

Ability to implement new systems and procedures and to evaluate their effectiveness (Administrative Technician IV)

Ability to supervise other professional archivists, and to work effectively with a wide variety of persons in and outside the department (Archivist III)

Administrative and supervisory skills needed for the direction of field and laboratory personnel (Archaeologist II)

Salary Group 14

Ability to assume advisory role in in-service training sessions designed to improve teacher competencies in the areas of graphic and visual production; to demonstrate creative ability in preparation of instructional materials; to impart information pertaining to graphic and visual techniques ... (Instructional Media Technician)

Ability to design communication plans and materials related to the goals and priorities of the agency (Information Specialist I)

Ability to plan and organize the work of the department (Registered Records Administrator)

Should have thorough knowledge of the techniques and methods of planning, organizing, and preparing graphic and visual materials to accompany demonstrations, manuals, presentations and courses of study (Instructional Media Technician)

To allocate and supervise the work of subordinate personnel (Registered Records Administrator)

Salary Group 13

Ability to collect, organize, research, interpret and submit written descriptions of record groups and private manuscript collections (Archivist II)

Ability to ... organize and direct archaeological and stabilization projects (Archaeologist I)

Ability to supervise the work of subordinates (Archivist II)

Administrative and supervisory skills needed for the direction of field and laboratory personnel (Archaeologist I)

Salary Group 12

Salary Group 11

Ability to collect, organize, research, interpret and submit written descriptions of record groups and private manuscript collections (Archivist II)

CATEGORY 3 - KNOWLEDGE OF PROFESSION, RESOURCES

1. FAMILIARITY WITH THE RESOURCES OF OTHER STATE AGENCY AND LOCAL LIBRARIES

Rank	Group
8 of 31	All Respondents
9 of 29	MLS Respondents
9 of 28	Classified, MLS Respondents
6 of 31	Respondents NOT in a library agency
4 of 18	Salary Group 11 Respondents
12 of 31	Salary Groups 13, 14 Respondents
11 of 27	Salary Groups 15, 16 Respondents
13 of 31	Salary groups 17 and above Respondents

2. KNOWLEDGE OF STANDARD AND APPROPRIATE RESEARCH SOURCES AND ABILITY TO CONDUCT THOROUGH AND EXHAUSTIVE SEARCHES AND EVALUATIONS OF LARGE AMOUNTS OF MATERIAL

Rank	Group
26 of 31	All Respondents
26 of 29	MLS Respondents
24 of 28	Classified, MLS Respondents
22 of 31	Respondents NOT in a library agency
18 of 18	Salary Group 11 Respondents
31 of 31	Salary Groups 13, 14 Respondents
31 of 31	Salary groups 17 and above Respondents

3. THOROUGH KNOWLEDGE OF LIBRARY AND REFERENCE TOOLS, TECHNIQUES AND SERVICES

Rank	Group
9 of 31	All Respondents
7 of 29	MLS Respondents
6 of 28	Classified, MLS Respondents
13 of 31	Respondents NOT in a library agency
5 of 18	Salary Group 11 Respondents
4 of 31	Salary Groups 13, 14 Respondents
20 of 17	Salary Groups 15, 16 Respondents
17 of 31	Salary groups 17 and above Respondents

4. THOROUGH KNOWLEDGE OF PRIMARY AND SECONDARY SOURCES IN A SPECIALIZED SUBJECT

Rank	Group
11 of 31	All Respondents
12 of 29	MLS Respondents
11 of 28	Classified, MLS Respondents
7 of 31	Respondents NOT in a library agency
6 of 18	Salary Group 11 Respondents
9 of 31	Salary Groups 13, 14 Respondents
12 of 27	Salary Groups 15, 16 Respondents
27 of 31	Salary groups 17 and above Respondents

5. CONSIDERABLE KNOWLEDGE OF PROFESSIONAL LIBRARY TECHNIQUES, PRACTICES...

Rank	Group
20 of 31	All Respondents
19 of 29	MLS Respondents
18 of 28	Classified, MLS Respondents
19 of 31	Respondents NOT in a library agency
22 of 31	Salary Groups 13, 14 Respondents
19 of 27	Salary Groups 15, 16 Respondents
16 of 31	Salary groups 17 and above Respondents

6. CONSIDERABLE KNOWLEDGE OF PUBLIC, ACADEMIC, OR SPECIAL LIBRARIES

Rank	Group
14 of 31	All Respondents
20 of 29	MLS Respondents
20 of 28	Classified, MLS Respondents
17 of 31	Respondents NOT in a library agency
13 of 18	Salary Group 11 Respondents
26 of 31	Salary Groups 13, 14 Respondents
10 of 31	Salary groups 17 and above Respondents

7. BASIC KNOWLEDGE OF SPECIALIZED AREA OF BOOK PUBLISHING INDUSTRY

Rank	Group
31 of 31	Respondents NOT in a library agency
25 of 31	Salary Groups 13, 14 Respondents

8. ABILITY TO EFFECTIVELY SEARCH ON-LINE DATABASES

Rank	Group
29 of 31	All Respondents
25 of 29	MLS Respondents
23 of 28	Classified, MLS Respondents
29 of 31	Respondents NOT in a library agency
21 of 31	Salary Group 13, 14 Respondents
30 of 31	Salary Group 17 and above Respondents

9. THOROUGH KNOWLEDGE OF THE USE AND APPLICATION OF MODERN OFFICE EQUIPMENT

21 of 31	All Respondents
16 of 29	MLS Respondents
17 of 28	Classified, MLS Respondents
21 of 31	Respondents NOT in a library agency
12 of 18	Salary Group 11 Respondents
24 of 31	Salary Group 13, 14 Respondents
9 of 31	Salary Group 17 Respondents

Compares with:

10 skills from Salary Group 21
3 skills from Salary Group 20
11 skills from Salary Group 19
19 skills from Salary Group 18
24 skills from Salary Group 17
4 skills from Salary Group 16
11 skills from Salary Group 15
7 skills from Salary Group 14
4 skills from Salary Group 13
0 skills from Salary Group 12
3 skills from Salary Group 11

Comparable skills by other state employees, with salary group:

Salary Group 21

Ability to interpret statistical data and relate to present or planned program in manpower preparation (Program Officer III)

Ability to research, prepare, and direct information effectively; to exercise sound judgement in the release of information; to maintain a high degree of objectivity, diplomacy and competence; to accurately interpret and translate agency programs and research into lay terminology; to track numerous publications at different stages of development from conceptualization through final printing; and to establish and maintain rapport with others (Research and Information Specialist)

Ability to supervise the operation of large-scale scientific research programs; to plan and implement all phases of such programs; and to prepare or supervise preparation of reports on findings and results (State Archaeologist)

Broad knowledge of past and current research in Texas history and archaeology (State Archaeologist)

Comprehensive knowledge of the methods and procedures involved in archaeologic research and studies; knowledge of the history of Texas (State Archaeologist)

Extensive knowledge and comprehension of agency programs, policies, objectives, technology, terminology, and related programs as pertain to agency mission and area of responsibility (Research and Information Specialist)

Extensive knowledge of manpower preparation programs and their evaluation and planning techniques (Program Officer III)

Extensive knowledge of public school administration and related problems (Director, Administrative Services)

Skill in planning, directing and conducting all phases of archaeological investigations and research studies (State Archaeologist)

Thorough knowledge about the operation of all types of media, their material requirements and approach to subject matter (Research and Information Specialist)

Salary Group 20

Knowledge of editorial concepts and practices (Director, Instructional Media Division)

Thorough knowledge about instructional media operations, material requirements and approach to subject matter (Director, Instructional Media Division)

Working knowledge in the development of media materials (Director, Instructional Media Division)

Salary Group 19

Ability to interpret complex statistical data charts and tables and to function as resource specialist to administrators and other professional staff (Research Associate)

Ability to interpret statistical data and relate to present or planned program in manpower preparation (Program Officer II

Considerable knowledge of the principles, practices, and methods of administration and management (Research Associate)

Extensive knowledge of manpower preparation programs and their evaluation and planning techniques (Program Officer II)

Extensive knowledge of methods, instructional programs, and techniques pertinent to educational specialty (Education Program Director)

Skill in analyzing performance reports and devising new methods in research and management (Administrator of Technical Programs II)

Thorough knowledge of departmental programs, policies, and procedures; of relevant laws; and of pertinent techniques of research and management (Administrator of Technical Programs II)

Thorough knowledge of measurement, testing, and evaluation (Research Associate)

Thorough knowledge of scientific research methods, principles, techniques, and philosophy (Research Associate)

Thorough knowledge of standard and appropriate research sources and texts (Research Associate)

Thorough knowledge of statistical concepts, methods, and their application to research analysis (Research Associate)

Salary Group 18

Considerable knowledge of basic research techniques and applications (Information Specialist III)

Extensive knowledge of commodity markets and use requirements; of purchasing; of specifications writing; and a thorough knowledge of departmental policy, procedures and regulations (Specifications Chief)

Extensive knowledge of news and/or communications media (Information Specialist III)

Knowledge and ability to plan, organize, and prepare instructional materials, courses of study, manuals of practices, reports and guidelines, and workshops (Occupational Education Specialist II)

Knowledge and ability to plan, organize, and prepare materials, manuals, other publications, and reports (Administrative Program Specialist II)

Knowledge and creative ability to plan, organize, and prepare guidance materials, reports, conferences, and workshops (Education Specialist II)

Knowledge and creative ability to plan, organize, and prepare instructional materials, courses of study, manuals of practices, reports, guidelines, and workshops (Education Specialist II)

Knowledge and understanding of all aspects of comprehensive special education and its relationship to general education (Special Education Specialist II)

Knowledge of computer applications (Research Specialist III)

Knowledge of research design, demonstration, and evaluation concepts and methodologies (Research Specialist III)

Should have a thorough knowledge of the techniques and methods of planning, organizing and preparing guidance program materials, reports (Education Guidance Specialist II)

Should have a thorough knowledge of the techniques and methods of research, planning, organizing, and preparing measurement instruments, research studies and evaluation procedures, organizing and conducting workshops... (Education Research Specialist II)

Skill in editorial and design concepts and practices (Information Specialist III)

Skill in processing and controlling mass volumes of reports and records, and general accounting techniques and procedures (Director of Records Service)

Specific knowledge and skills in area of designated assignment (Special Education Specialist II)

Thorough knowledge of the techniques, methods, and programs pertinent to the specialty area (Occupational Education Specialist II)

Thorough knowledge of the techniques, methods, and programs pertinent to the specialty area and functional understanding of the overall educational program (Education Specialist II)

Thorough knowledge of the techniques, methods, laws, regulations, and programs pertinent to the area of specialization (Administrative Program Specialist II)

Working knowledge of accounting methods and procedures utilized by local education agencies (Fiscal Program Specialist II)

Salary Group 17

Ability to formulate researchable hypothesis and to structure research designs to account for variables (Research Specialist II)

Ability to interpret complex statistical data charts and tables (Research Specialist II)

Ability to plan, organize, and conduct assigned phases of complex research projects and to evaluate data (Research Specialist II)

Ability to plan, organize and supervise large-scale research projects and attendant field work (Archaeologist III)

Ability to run all phases of a field project from planning through the publication of the final report (Archaeologist III)

Considerable knowledge of departmental programs, policies, and procedures; of relevant laws; and of pertinent techniques of research and management (Administrator of Technical Programs I)

Considerable knowledge of medical report procedures, statistics, and mathematics (Senior Registered Records Administrator)

Considerable knowledge of standard and appropriate research sources and texts (Research Specialist II)

Considerable knowledge of statistical concepts, methods, and their application to research analysis (Research Specialist II)

Knowledge and ability to plan, organize, and prepare materials, manuals, other publications, and reports (Administrative Program Specialist I)

Knowledge of machine recording procedures, forms design, systems layout, control procedures, and coding (Senior Registered Records Administrator)

Knowledge of manpower preparation programs and the evaluation of planning techniques. Ability to work with statistical data and relate to present or planned programs in manpower preparation. (Program Officer I)

Should have thorough knowledge of the techniques and methods of planning, organizing, and preparing guidance program materials, reports (Education Guidance Specialist I)

Should have thorough knowledge of the techniques and methods of planning, organizing, and preparing instructional improvement materials, courses of study, manuals of practices (Education Specialist I)

Should have thorough knowledge of the techniques and methods of planning, organizing, and preparing instructional improvement materials, courses of study, manuals of practices, procedures for leadership publications, organizing and conducting workshops, and a thorough understanding of the over-all functions of the education program for Texas (Consultant, Instructional Services)

Should have thorough knowledge of the techniques and methods of research, planning, organizing, and preparing measurement instruments, research studies and evaluation procedures, organizing and conducting workshops (Education Research Specialist I)

Skill in analyzing performance reports and devising new methods in research and management (Administrator of Technical Programs I)

Thorough knowledge of agency services and programs and of accepted business practices and procedures involved in providing the services and in executing the programs (Administrative Assistant)

Thorough knowledge of medical records and comprehensive knowledge of medical research activities (Senior Registered Records Administrator)

Thorough knowledge of preservation techniques, administration, field investigations, laboratory procedures and analysis, photography, drafting, and technical writing in the field of archaeology (Archaeologist III)

Thorough knowledge of the techniques and methods of planning, organizing, and preparing guidance program materials, reports, organizing and conducting workshops... (Occupational Education Specialist I)

Thorough knowledge of the techniques and methods of planning, organizing, and preparing instructional materials, courses of study, manuals, of practices, procedures for leadership publications, organizing and conducting workshops. Understanding of overall functions of the state education program for handicapped students. Ability to evaluate, analyze, and make preliminary assessments of application reviews and on-site preliminary assessments of application reviews and on-site reviews; develop and defend critical reports; and plan, conduct, and present workshops and other organizational meetings (Special Education Specialist I)

Through knowledge of the techniques, methods, laws, regulations, and programs pertinent to the area of specialization (Administrative Program Specialist I)

Working knowledge of accounting methods and procedures utilized by local education agencies (Fiscal Program Specialist I)

Salary Group 16

Considerable knowledge of news media (Information Specialist II)

Considerable knowledge of office management and personnel administration (Staff Services Assistant)

Considerable knowledge of typesetting (Information Specialist II)

Working knowledge of publishing and broadcast industries (Information Specialist II)

Salary Group 15

Ability to implement new systems and procedures and to evaluate their effectiveness (Administrative Technician IV)

Ability to organize and direct archaeological and stabilization projects (Archaeologist II)

Considerable knowledge of preservation techniques, administration, field investigations, laboratory procedures and analysis, photography, drafting and technical writing in the field of archaeology (Archaeologist II)

Extensive knowledge of office management principles and practices and administrative procedures (Administrative Technician IV)

Extensive knowledge of professional archival methods, practices and procedures (Archivist III)

Knowledge of scientific research methods, principles, and philosophy (Research Specialist I)

Knowledge of statistical concepts, methods, and their application to research analysis (Research Specialist I)

Knowledge of standard and appropriate research sources (Research Specialist I)

Skill in the use of electronic data and/or work processing equipment and software (Administrative Technician IV)

Some knowledge of archaeological field techniques and scientific laboratory procedures (Archaeologist II)

Skill in use of electronic data and/or word processing equipment and software (Administrative Technician IV)

Salary Group 14

Ability to ... impart information pertaining to graphic and visual techniques; to develop the basic rudiments of design, layout, lettering, sketching, use of color, and other skills involved in visual and graphic preparation (Instructional Media Technician)

Knowledge of materials and supplies related to graphic and visual production (Instructional Media Technician)

Skill in the professional coding system used by registered records administrators in posting and maintaining medical records on clients/patients (Registered Records Administrator)

Thorough knowledge of acceptable methods and procedures for preparing hospital medical records, of medical -legal terms (Registered Records Administrator)

Thorough knowledge of the techniques and methods of planning, organizing and preparing graphic and visual materials (Instructional Media Technician)

Working knowledge of news and/or communications media (Information Specialist I)

Working knowledge of typesetting (Information Specialist I)

Salary Group 13

Ability to collect, organize, research, interpret and submit written descriptions of record groups and private manuscript collections (Archivist II)

Ability to ... organize and direct archaeological and stabilization projects (Archaeologist I)

Considerable knowledge of professional archival practices and procedures (Archivist II)

Some knowledge of archaeological field techniques and scientific laboratory procedures (Archaeologist I)

Salary Group 11

Ability to collect, organize, research, interpret and submit written descriptions of record groups and private manuscript collections (Archivist I)

Basic knowledge of professional archival methods, practices and procedures (Archivist I)

Knowledge of investigative research procedures and their application to the management of the archival depository (Archivist I)

CATEGORY 4 - JUDGMENT, INITIATIVE, PROBLEM-SOLVING SKILLS

1. ABILITY TO IDENTIFY LIBRARY PROBLEMS, TO OFFER CREATIVE SOLUTIONS...

Rank	Group
6 of 31	All Respondents
6 of 29	MLS Respondents
7 of 28	Classified, MLS Respondents
9 of 31	Respondents NOT in a library agency
9 of 18	Salary Group 11 Respondents
10 of 31	Salary Groups 13, 14 Respondents
9 of 27	Salary Groups 15, 16 Respondents
5 of 31	Salary groups 17 and above Respondents

2. ABILITY TO MAKE INDEPENDENT JUDGMENTS

Rank	Group
3 of 31	All Respondents
4 of 29	MLS Respondents
4 of 28	Classified, MLS Respondents
10 of 31	Respondents NOT in a library agency
3 of 18	Salary Group 11 Respondents
6 of 31	Salary Groups 13, 14 Respondents
4 of 27	Salary Groups 15, 16 Respondents
6 of 31	Salary groups 17 and above Respondents

3. EVIDENCE OF PERSONAL INITIATIVE IN IDENTIFYING RESEARCH NEEDS . . .

Rank	Group
28 of 31	All Respondents
23 of 31	Respondents NOT in a library agency
29 of 31	Salary Groups 13, 14 Respondents
28 of 31	Salary groups 17 and above Respondents

4. FLEXIBILITY IN PROBLEM SOLVING AND IN COPING WITH STRESS

Rank	Group
7 of 31	All Respondents
8 of 29	MLS Respondents
8 of 28	Classified, MLS Respondents
5 of 31	Respondents NOT in a library agency
10 of 18	Salary Group 11 Respondents
7 of 31	Salary Groups 13, 14 Respondents
15 of 27	Salary Groups 15, 16 Respondents
8 of 31	Salary groups 17 and above Respondents

Compares with:

2 skills from Salary Group 21
1 skills from Salary Group 20
2 skills from Salary Group 19
10 skills from Salary Group 18
10 skills from Salary Group 17
3 skills from Salary Group 16
3 skills from Salary Group 15
1 skills from Salary Group 14
1 skills from Salary Group 13
0 skills from Salary Group 12
1 skills from Salary Group 11

Comparable skills by other state employees, with salary group:

Salary Group 21

Ability to analyze and solve work problems; to interpret and apply policies and regulations (Division (Director)

Ability to research, prepare, and direct information effectively; to exercise sound judgement in the release of information; to maintain a high degree of objectivity, diplomacy and competence; to accurately interpret and translate agency programs and research into lay terminology; to track numerous publications at different stages of development from conceptualization through final printing; and to establish and maintain rapport with others (Research and Information Specialist)

Salary Group 20

Ability to plan, organize, and conduct meetings; to express ideas both orally and in writing in a clear, concise manner; analyze findings, submit sound recommendations, and prepare reports (Director, Instructional Media Division)

Salary Group 19

Ability to ... analyze and solve work problems (Administrator of Technical Programs II)

Ability to ... make independent judgments (Administrator of Technical Programs II)

Salary Group 18

Ability to analyze complex issues, draw valid conclusions, and make recommendations (Research Specialist III)

Ability to establish priorities and organize effectively (Research Specialist III)

Ability to ... evaluate and recommend necessary changes (Administrative Program Specialist II)

Ability to ... investigate complaints (Fiscal Program Specialist II)

Ability to manage people, to evaluate progress of work, to take action to insure successful completion of tasks assigned to the division (Education Research Specialist II)

Ability to ... render sound recommendations (Occupational Education Specialist II, Education Specialist II, Education Guidance Specialist II, Education Research Specialist II)

To exercise sound judgment in the release of information (Information Specialist III)

Salary Group 17

Ability to ... analyze and solve work problems (Administrator of Technical Programs I)

Ability to ... evaluate and recommend necessary changes (Administrative Program Specialist I)

Ability to ... handle administrative problems resourcefully (Administrative Assistant)

Ability to ... make independent judgments (Administrator of Technical Programs I)

Ability to ... mentally adjust to complex procedural systems (Senior Registered Records Administrator)

Ability to ... render sound recommendations (Education Guidance Specialist I, Education Specialist I, Education Research Specialist I, Occupational Education Specialist I, Consultant Instructional Services)

Salary Group 16

Ability to analyze and solve work problems (Staff Services Assistant)
Ability to ... render sound recommendations on necessary changes (Staff Services Assistant)

To exercise sound judgment in the release of information (Information Specialist II)

Salary Group 15

Ability to evaluate new systems and procedures and to install and implement them (Administrative Technician IV)

Ability to think creatively and flexibly, while working within limitations of local and state government structure (Archivist III)

Must be willing to work under pressure, and to deal with several different and geographically distant situations at once (Archivist III)

Salary Group 14

To exercise sound judgment in the release of information (Information Specialist I)

Salary Group 13

Ability to work semi-independently and to exercise independent judgement (Archivist II)

Salary Group 11

Ability to work semi-independently and to exercise independent judgement (Archivist I)

CATEGORY 5 - KNOWLEDGE OF AGENCY

1. EXTENSIVE KNOWLEDGE OF AGENCY PROGRAMS, FUNCTIONS, PRINCIPLES, PROCEDURES...

Rank	Group
10 of 31	All Respondents
10 of 29	MLS Respondents
10 of 28	Classified, MLS Respondents
12 of 31	Respondents NOT in a library agency
11 of 18	Salary Group 11 Respondents
8 of 31	Salary Groups 13, 14 Respondents
17 of 27	Salary Groups 15, 16 Respondents
14 of 31	Salary groups 17 and above Respondents

2. KNOWLEDGE OF FEDERAL AND STATE LAWS AFFECTING PROGRAMS OF THE AGENCY

Rank	Group
10 of 31	All Respondents
10 of 29	MLS Respondents
10 of 28	Classified, MLS Respondents
12 of 31	Respondents NOT in a library agency
11 of 18	Salary Group 11 Respondents
8 of 31	Salary Groups 13, 14 Respondents
17 of 27	Salary Groups 15, 16 Respondents
14 of 31	Salary groups 17 and above Respondents

Compares with:

5 skills from Salary Group 21
2 skills from Salary Group 20
2 skills from Salary Group 19
14 skills from Salary Group 18
15 skills from Salary Group 17
3 skills from Salary Group 16
2 skills from Salary Group 15
1 skills from Salary Group 14
0 skills from Salary Group 13
0 skills from Salary Group 12
0 skills from Salary Group 11

Comparable skills by other state employees, with salary group:

Salary Group 21

Ability to research, prepare, and direct information effectively; to exercise sound judgement in the release of information; to maintain a high degree of objectivity, diplomacy and competence; to accurately interpret and translate agency programs and research into lay terminology; to track numerous publications at different stages of development from conceptualization through final printing; and to establish and maintain rapport with others (Research and Information Specialist)

Extensive knowledge and comprehension of agency programs, policies, objectives, technology, terminology, and related programs as pertain to agency mission and area of responsibility (Research and Information Specialist)

Extensive knowledge of agency programs, functions, policies, and procedures (Division Director)

Extensive knowledge of manpower preparation programs and their evaluation and planning techniques (Program Officer III)

Extensive knowledge of the relevant laws and/or programs pertinent to the division (Division Director)

Salary Group 20

Extensive knowledge of laws and regulations governing the programs administered (Director, Instructional Media Division)

Thorough knowledge of Agency programs and services which pertain to agency mission and area of responsibility (Director, Instructional Media Division)

Salary Group 19

Extensive knowledge of manpower preparation programs and their evaluation and planning techniques (Program Officer II)

Thorough knowledge of departmental programs, policies, and procedures; of relevant laws; and of pertinent techniques of research and management (Administrator of Technical Programs II)

Salary Group 18

Ability to interpret department policies and procedures, grants, legislation, and regulations relating to research activities (Research Specialist III)

Extensive knowledge of agency functions, policies, and procedures (Information Specialist III)

Extensive knowledge of agency rules and regulations and of general needs of public for information and data from agency records (Director of Records Service)

Extensive knowledge of commodity markets and use requirements; of purchasing; of specifications writing; and a thorough knowledge of departmental policy, procedures and regulations (Specifications Chief)

Knowledge of department programs and their interrelatedness (Research Specialist III)

Knowledge of Federal and State laws affecting programs of the department (Research Specialist III)

Thorough knowledge of the techniques, methods, laws, regulations,, and programs pertinent to the area of specialization (Administrative Program Specialist II)

Thorough understanding of the overall functions of the education program in Texas (Fiscal Program Specialist II)

Thorough understanding of the overall functions of the state education program including knowledge of applicable laws, regulations and guidelines in the area of specialty (Fiscal Program Specialist II)

Understanding of the overall functions of the education program in Texas (Administrative Program Specialist II, Occupational Education Specialist II, Education Specialist II, Education Guidance Specialist II, Education Research Specialist II)

Salary Group 17

Ability to ascertain compliance with approved applications/contracts, laws, regulations, and guidelines (Fiscal Program Specialist I)

Considerable knowledge of department rules, regulations, and policies; and of related legislative and legal practices and procedures (Administrative Assistant)

Considerable knowledge of departmental programs, policies, and procedures; of relevant laws; and of pertinent techniques of research and management (Administrator of Technical Programs I)

Knowledge of manpower preparation programs and the evaluation of planning techniques. Ability to work with statistical data and relate to present or planned programs in manpower preparation. (Program Officer I)

Thorough knowledge of agency services and programs and of accepted business practices and procedures involved in providing the services and in executing the programs (Administrative Assistant)

Thorough knowledge of the legal requirements of the state of Texas regarding medical records, medical terminology (Senior Registered Records Administrator)

Through knowledge of the techniques, methods, laws, regulations, and programs pertinent to the area of specialization (Administrative Program Specialist I)

Thorough understanding of the overall functions of the education program in Texas (Occupational Education Specialist I, Consultant Instructional Services, Administrative Program Specialist I, Education Guidance Specialist I, Education Specialist I, Education Research Specialist I)

Thorough understanding of the overall functions of the state education program including knowledge of applicable laws, regulations and guidelines in the area of specialty (Fiscal Program Specialist I)

Understanding of overall functions of the state education program for handicapped students. (Special Education Specialist I)

Salary Group 16

Ability to interpret and apply agency policies and regulations (Staff Services Assistant)

Considerable knowledge of agency functions, policies, and procedures (Information Specialist II)

Considerable knowledge of division programs, policies, and procedures; of the methods, principles, and practices of the agency (Staff Services Assistant)

Salary Group 15

Ability to ...effectively interpret agency programs and plans (Administrative Technician IV)

Extensive knowledge of agency rules, regulations, policies, and procedures, and the ability to interpret them (Administrative Technician IV)

Salary Group 14

Working knowledge of agency functions, policies, and procedures (Information Specialist I)

CATEGORY 6 - KNOWLEDGE OF STATISTICAL AND MEASUREMENT TECHNIQUES

1. ABILITY TO INTERPRET COMPLEX STATISTICAL DATA, CHARTS, AND TABLES

Rank	Group
26 of 31	Salary Groups 13, 14 Respondents

2. KNOWLEDGE OF STATISTICAL CONCEPTS, METHODS, AND THEIR APPLICATION TO RESEARCH

Rank	Group
30 of 31	Salary Groups 13, 14 Respondents

3. KNOWLEDGE OF MEASUREMENT, TESTING, AND EVALUATION

Rank	Group
23 of 27	Salary Groups 15, 16 Respondents

Compares with:

4 skills from Salary Group 21
0 skills from Salary Group 20
10 skills from Salary Group 19
7 skills from Salary Group 18
17 skills from Salary Group 17
0 skills from Salary Group 16
4 skills from Salary Group 15
1 skills from Salary Group 14
1 skills from Salary Group 13
0 skills from Salary Group 12
0 skills from Salary Group 11

Comparable skills by other state employees, with salary group:

Salary Group 21

Ability to interpret statistical data and relate to present or planned programs in manpower preparation (Program Officer III)

Ability to supervise the operation of large-scale scientific research programs; to plan and implement all phases of such programs; and to prepare or supervise preparation of reports on findings and results (State Archaeologist)

Comprehensive knowledge of the methods and procedures involved in archaeologic research and studies; knowledge of the history of Texas (State Archaeologist)

Skill in planning, directing and conducting all phases of archaeological investigations and research studies (State Archaeologist)

Salary Group 20

Salary Group 19

Ability to develop long-range plans for highly technical programs and to measure achievement of established goals (Administrator of Technical Programs II)

Ability to interpret complex statistical data charts and tables and to function as resource specialist to administrators and other professional staff (Research Associate)

Ability to interpret statistical data and relate to present or planned programs in manpower preparation (Program Officer II)

Ability to plan, organize, and supervise complex educational research projects and to evaluate research data (Research Associate)

Ability to supervise the development of measuring instruments with respect to reliability, relevance, and validity (Research Associate)

Skill in analyzing performance reports and devising new methods in research and management (Administrator of Technical Programs II)

Thorough knowledge of departmental programs, policies, and procedures; of relevant laws; and of pertinent techniques of research and management (Administrative of Technical Programs II)

Thorough knowledge of measurement, testing, and evaluation (Research Associate)

Thorough knowledge of scientific research methods, principles, techniques, and philosophy (Research Associate)

Thorough knowledge of statistical concepts, methods, and their application to research analysis (Research Associate)

Salary Group 18

Ability to evaluate properties and characteristics of commodities; to conduct research and independent exploration on commodities (Specifications Chief)

Ability to conceptualize practical research , demonstration, and evaluation methodologies (Research Specialist III)

Ability to ... evaluate and recommend necessary changes (Administrative Program Specialist II)

Considerable knowledge of basic research techniques and applications (Information Specialist III)

Knowledge of research design, demonstration, and evaluation concepts and methodologies (Research Specialist III)

Knowledge of statistical techniques including sampling, test of significance, and correlation (Research Specialist III)

Should have a thorough knowledge of the techniques and methods and programs pertinent to guidance, counseling, and testing (Education Guidance Specialist II)

Salary Group 17

Ability to develop and analyze measuring instruments with respect to reliability, relevance, and validity (Research Specialist II)

Ability to develop long-range plans for highly technical programs and to measure achievement of established goals (Administrator of Technical Programs I)

Ability to ... evaluate and recommend necessary changes (Administrative Program Specialist I)

Ability to formulate researchable hypothesis and to structure research designs to account for variables (Research Specialist II)

Ability to interpret complex statistical data, charts, and tables (Research Specialist II)

Ability to plan, organize and supervise large-scale research projects and attendant field work (Archaeologist III)

Ability to work with technical applications and contracts (Fiscal Program Specialist I)

Considerable knowledge of departmental programs, policies, and procedures, of relevant laws, and of pertinent techniques of research and management (Administrator of Technical Programs I)

Considerable knowledge of measurement, testing, and evaluation (Research Specialist II)

Considerable knowledge of medical report procedures, statistics and mathematics (Senior Registered Records Administrator)

Considerable knowledge of scientific research methods, principles, and philosophy (Research Specialist II)

Considerable knowledge of statistical concepts, methods, and their application to research analysis (Research Specialist II)

Knowledge of manpower preparation programs and the evaluation and planning techniques (Program Officer I)

Should have thorough knowledge of the techniques and methods of research, ,planning, organizing, and preparing measurement instrument, research studies and evaluation procedures... (Education Research Specialist I)

Skill in analyzing performance reports and devising new methods in research and management (Administrator of Technical Programs I)

Thorough knowledge of indexing, cross-indexing procedures and the collection of statistical data (Senior Registered Records Administrator)

Thorough knowledge of preservation techniques, administration, field investigations, laboratory procedures and analysis, photography, drafting, and technical writing in the field of archaeology (Archaeologist III)

Salary group 15

Considerable knowledge of preservation techniques, administration, field investigations, laboratory procedures and analysis, photography, drafting and technical writing in the field of archaeology (Archaeologist II)

Knowledge of scientific research methods, principles, and philosophy (Research Specialist I)

Knowledge of statistical concepts, methods, and their application to research analysis (Research Specialist I)

Some knowledge of archaeological field techniques and scientific laboratory procedures (Archaeologist II)

Salary Group 14

Ability to... prepare, analyze and interpret statistics regarding hospital records keeping, patients records, and related medical records (Registered Records Administrator)

Salary Group 13

Some knowledge of archaeological field techniques and scientific laboratory procedures (Archaeologist I)